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Navy Supply System Strategic Plan / JTAV / Plastic Waste Processing on USS *Tucson*
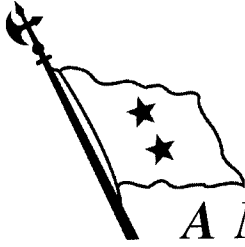
A Message from the Chief of Supply Corps

I have had a great opportunity to see our Supply Team in action over the past couple of months. The visits and briefings I have experienced at a number of our supply activities have once more impressed me with the professionalism of our military and civilian personnel. In addition, my overseas travels have confirmed the high regard our allies have for the Navy Supply Team.

This issue of the *Newsletter* highlights some of the programs of the Defense Finance and Accounting Service. The Navy and DFAS have a very close working relationship. The services they provide are very important to our Sailors and civilians alike. I hope you will find the information provided by the articles included in this issue helpful.

Also in this issue you will find the update to the NAVSUP Strategic Plan. A lot of work was put into the update by our claimancy commanding officers and headquarters personnel to make sure we set a clear direction for the next five years. A recent meeting was also held to begin developing our Corporate Business Plan. The Business Plan will provide focus on those things that we must do over the next two years to meet the long-term goals established by the Strategic Plan. We will meet again in July to finalize the Business Plan.

There were a number of outstanding articles submitted for printing in this issue of the *Newsletter*. You'll find articles from our joint community, an update on the USS *Tarawa's* ongoing food service prototype, an overview of the USS *Tucson's* work to eliminate plastic waste discharge at sea, and more. Your submissions make the *Newsletter* a valuable publication for our entire Supply Team. Keep them coming!

K.W. LIPPERT

NEWSLETTER

Cover photos: U.S. Navy images, clockwise starting from top, by Photographer's Mate 3rd Class Greg Mitchell; Journalist 1st Class Ray Boone; Photographer's Mate 1st Class Craig D. McClure; Photographer's Mate 3rd Class Justin Bane; and Photographer's Mate 2nd Class Richard Rosser. Cover concept by Gene Gambill, Defense Finance and Accounting Cleveland Center.

Supply Corps Tips:
Advice from the Vice

RADM Linda J. Bird, SC, USN
Vice Commander, Naval Supply Systems Command

In February I chaired a well qualified, motivated team of Supply Corps officers to review the current Sea Board selection process. Navy Supply Corps School did a first-class job in hosting the review, and OP provided outstanding professional support and Supply Corps community management background. The composition of the team was a well-balanced group of individuals who represent virtually every facet of our community. In addition, each team member surveyed a large number of Supply Corps officers to gain further input about the concerns with the current selection process. I was very impressed with the insightful comments of each of the team members as well as the depth of detail they provided from the comments they received from their surveys. Thanks to everyone for providing your input. Having this information ensured the discussions centered on the real issues. The next step in the process is the development of the team's recommendations, which will be presented to the Chief in the May time frame. I will continue to provide updates to you throughout the process.

After starting 2000 with a "Y2K whimper" instead of a bang (thank goodness), the pace picked up quickly and has been moving full speed ahead. Both the Chief and I have been on the road these past few months visiting numerous Fleet concentration and Supply Corps regions throughout the world many times in conjunction with the Supply Corps Balls. Every place I visited increased my awareness of all the various initiatives each of you have underway in your regions. I enjoyed meeting so many of you and the warm hospitality I was shown in each area.

One of the things that was reaffirmed for me during my travels is how vital our support services and logistics support are to the operational forces in each region. Each of you is a key member in the logistics support chain and you should never underestimate how much the rest of the Navy relies upon you. From regionalization initiatives to direct Fleet support, to the design and configuration of future supply support, you are doing it all ...

and doing it very well. During the numerous courtesy calls I've had with the Regional Commanders and the local line officers, each one has echoed the same comments. They rely upon the Supply Corps officers in their organization for the day-to-day supply support to ensure the job gets done right, and they are looking to you as the Navy's Business Managers to set up and run their organizations for the future. I couldn't be more excited about all the initiatives currently underway or more pleased with the constant stream of innovative and important achievements. Just one reminder ... take the time to recognize the members of your military and civilian teams who are implementing these changes and making them work.

I know each of you has a tasking "plate" that is overflowing, but it is worth taking a few minutes to REFLECT on our great Supply Corps tradition and history; RECOGNIZE what we do is vital to the success of the Navy; and REAFFIRM our commitment to lead the way into the new millennium.

⭐ Selected for Two Stars

Rear Admiral Daniel H. Stone has been selected for promotion to the two-star rank of Rear Admiral (Upper Half).

RADM Stone currently serves as Commander of the Defense Logistics Support Command, a primary field-level activity of the Defense Logistics Agency, Fort Belvoir Va. Prior to his current assignment, he served for two years as Commander of the Defense Supply Center in Richmond, Va. A 1971 graduate of Villanova University, he holds a master of science degree in business administration from the University of Florida.

Stone's shore assignments have included Deputy Commander for Fleet Logistics Operations, Naval Supply Systems Command, Mechanicsburg, Pa.; Force Supply Officer, Commander, Naval Air

Force, U. S. Pacific Fleet, San Diego, Calif.; Director, Supply Policy and Financial Management, Naval Air Systems Command, Washington, D.C.; and Director, Navy Stock Fund, NAVSUP, Washington, D.C.; Cubi Point, Republic of the Philippines. At sea, he served as Supply Officer of the aircraft carrier, USS *Ranger* (CV 61) and the nuclear guided missile cruiser USS *Long Beach* (CGN 9); and as the Aviation Supply Officer in the aircraft carrier USS *Constellation* (CV 64). He qualified as a naval aviation supply officer during his sea tours.

His decorations include the Defense Superior Service Medal, Legion of Merit with Gold Star, the Navy Meritorious Service Medal with three Gold Stars and various personal and command awards.

RADM Dan Stone

Newsletter

The SES Perspective:

The Role of Technology in the New Millennium

By Ruth Sanders
Executive Director, Navy Fleet Material Support Office

The new millennium has and will continue to immeasurably change our lives. The biggest impact on us for the foreseeable future will be the growth of technology. Technology is changing our lives more rapidly and dramatically than any of us could have ever imagined. Like it or not everything we do is being impacted by the technological revolution. And the pace with which things are changing is also increasing. Today, due in large part to technological advances, we have the power of the old mainframe computers right on our desktop. Soon that same power will be available in handheld devices that will provide voice, data and video all in the palm of our hands. And the Internet is causing us to do everyday things differently than we ever did before. We are now shopping online, trading stocks online, talking online, and researching online. Our entire vocabulary has changed ... .com is now part of everyone's conversation.

So the question is how do we harness all this capability and potential to improve the way we do business in the future?

Well, no one has all the answers but here is the direction we as a community are moving toward to improve the quality of products and services we provide.

The trend is to take advantage of the capabilities of the Internet as much as possible while still maintaining security. So, we are web-enabling many applications and issuing Public Key Infrastructure (PKI) certificates to maintain data security. We are taking advantage of what the commercial sector has done in recent years by using newly available Commercial-Off-the-Shelf (COTS) software instead of custom developing our own. We are sharing and reusing software code across systems instead of developing it twice. We are building a corporate data warehouse so information is accessible and capable of being used to do things such as trend analysis, forecasting, and long-term visioning. We are moving into using smart-card technology for everything from storing vital personal information to using it as money aboard ship.

The possibilities for use of technology are only limited by our imaginations. In the

Ruth Sanders

new millennium we must embrace change as we never have before. We must be prepared for new and better ways of doing business. We must constantly challenge ourselves to seek improvements, to discontinue old ways of doing business, and to eliminate steps and processes that do not add value to our customers.

I'd like to end this article by saying that we at FMSO are thrilled to be leading the charge into the 21st century.

Ethics Tips: Political Activities of Civilian Employees and Military Members

By Kevin M. Allison
NAVSUP Assistant Counsel

In this election year, it is appropriate to review the rules governing participation of DoD employees in the political process. While most civilian employees are granted wide latitude, the political activities of military members and certain senior officials are substantially restricted.

Civilian Employees

DoD guidance to civilian employees is found in Deputy Secretary of Defense Memorandum, "Civilian Employees' Par-

ticipation in Political Activities," dated Feb. 7, 2000. In accordance with the Hatch Act, as amended in 1993 (5 U.S.C. 7321-7326), DoD employees generally are permitted to actively participate in partisan political management and partisan political campaigns. This includes holding an office/position within a political party, collecting signatures for a nominating petition, writing speeches, working with the media, distributing campaign literature, and working at the polls.

Civilian employees, however, are prohibited from running for public office in a partisan election (i.e., an election in which any candidate represents a political party, for example, the Democratic or Republican party) and from engaging in political activity (including wearing a political button) while on duty or on government property. Additionally, except in limited circumstances, employees are prohibited from soliciting, accepting or receiving political contributions.

The Office of Special Counsel (OSC) is responsible for enforcement of the Hatch Act. Their web site (www.osc.gov/hatchact.htm) contains helpful information, including frequently asked ques-

tions, previous advisory opinions, and the following list of "Do's and Don'ts for Federal Employees Who May Engage in Partisan Political Activity" listed below.

It is important to note that The Hatch Act Reform Amendments of 1993 did not relieve certain DoD employees from the earlier, more extensive restrictions. These employees include career members of the Senior Executive Service (SES), administrative law judges, members of contract appeals boards, and employees of the National Security Agency (NSA), the Defense Intelligence Agency (DIA), and the National Imagery and Mapping Agency (NIMA).

Moreover, as a matter of long-standing policy, DoD imposes substantial restrictions on political appointees. Officials appointed by the president and con-firmed by the Senate, and those appointed by the Secretary of Defense to noncareer SES positions are prohibited from engaging in activities that could be interpreted as associating the department with any partisan political cause or issue.

DoD Resources

Government resources may not be used for political purposes. You should refer to SECDEF 271505ZMAR98, Public Affairs Policy Guidance – Election Year 1998. These restrictions include:
• command newspapers – no campaign news, partisan discussions, cartoons, editorials, or commentaries
• installations and/or facilities not to be used by any candidate for any activity that can be considered as political in nature
• off-base political events – no support, except joint color guards at national events
• speeches, articles, and public comments of military personnel in official capacity as service representatives must not contain political material

Further Assistance

For help with specific situations, you should consult with your legal office/ethics counselor. Also, you may receive an advisory opinion by calling OSC at 800-854-2824 (800-85-HATCH). Matters involving official participation in or logistical support of nonfederal events that are potentially political in nature may require coordination through the public affairs chain up to the Office of Assistant Secretary of Defense (Public Affairs), which can be contacted at (703) 697-9845/DSN 227-9845.

Civilian Employees

Federal employees **may:**
• be candidates for public office in nonpartisan elections
• register and vote as they choose
• assist in voter registration drives
• express opinions about candidates and issues
• contribute money to political organizations
• attend political fund-raising functions
• attend and be active at political rallies and meetings
• join and be an active member of a political party or club
• sign nominating petitions
• campaign for or against referendum questions, constitutional amendments, municipal ordinances
• campaign for or against candidates in partisan elections
• make campaign speeches for candidates in partisan elections
• distribute campaign literature in partisan elections
•hold office in political clubs or parties
Federal employees **may not:**
• use official authority or influence to interfere with an election
• solicit or discourage political activity of anyone with business before their agency
• solicit or receive political contributions (may be done in certain limited situations by federal labor or other employee organizations)
• be candidates for public office in partisan elections
• engage in political activity while:
    • on duty
    • in a government office
    • wearing an official uniform
    • using a government vehicle
• wear partisan political buttons on duty

Military Members

Political activities by members of the armed forces are governed by DoD Directive 1344.10, reprinted in the Joint Ethics Regulation, DoD 5500.7-R, section 6-300. Military members may not actively participate in partisan political management or campaigns, thus avoiding any activity that would be viewed as directly or indirectly associating DoD with partisan politics.

Military members **may not:**
• use official authority to influence/interfere
• be a candidate for civil office
• participate in partisan political campaigns, speeches, articles, TV/radio discussions
• serve in official capacity/sponsor a partisan political club
• conduct political opinion survey
• use contemptuous words (10 U.S.C. § 888)
• march or ride in partisan parades
• participate in organized effort to transport voters to polls
• promote political dinners or fund-raising events
• attend partisan events as official representative of armed forces
• display large signs/banners/posters on private vehicles
Military members **may:**
• register, vote and express personal opinions
• encourage other military members to exercise voting rights
• join a political club, and attend political meetings and rallies as a spectator when not in uniform
• make monetary contributions to a political organization
• sign petitions for specific legislative action or to place candidate's name on the ballot
• write letters to the editor expressing personal views
•display bumper stickers on private vehicles
    Concerning local *nonpartisan* political activities, military members are not precluded from personal participation, so long as:
• not in uniform
• no use of government property or resources
• no interference with duty
• no implied government position or involvement

Bloom Says DFAS To Be More Customer Centric

With the new millennium, the Defense Finance and Accounting Service (DFAS) is changing the way we do business by becoming more customer centric. We have adopted a phrase that you will see and hear often: *Your Financial Partner @ Work.* This motto emphasizes our desire to work with our customers in meeting their needs and, at the same time, to use technology to accomplish our mission in the most effective manner possible.

On a monthly basis DFAS disburses more than $22 billion in payments to over 5.5 million DoD military service members, civilians, military retirees and annuitants, contractors, and vendors. It is a complex task and one that we intend to do better.

We have many plans for modernizing our processes and products to provide our customers better, faster, and more cost-effective service. Nevertheless, we cannot make these changes without strong support from you, our Navy partners. It is crucial that the Navy and DFAS work together so we make the most of our investment. I particularly want to ensure that DFAS is responsive and professional in supporting the Navy Supply Corps.

One way we will soon make your daily life better is with a new voluntary service called the Employee/ Member Self Service (E/MSS) program. E/MSS will allow DoD customers, including Sailors and Navy civilians, to update various pay information nearly 24 hours a day using a personal computer to access the pay system via the World Wide Web or a touch-tone telephone via the Interactive Voice Response System (IVRS). This month, E/MSS will be made available to DoD civilians, retirees and beneficiaries. Active, Guard, and Reserve military members will be able to use E/MSS beginning late summer.

This secure system will allow customers the privacy to update payroll-related transactions at their convenience. With E/MSS, DoD personnel will be able to change their federal tax (W-4) withholding status and exemptions; start, stop or change allotments (this feature is not a part of the annuitant payroll system); change correspondence and home addresses; and update financial institution's electronic funds transfer (EFT) information. Future phases of E/MSS will include starting or stopping allotments for Savings Bonds and changing deductions for state taxes.

My vision is for DFAS to become a world-class provider of finance and accounting services, with a strong corporate identity; a trusted, innovative financial advisor; and an employer of choice, providing a progressive and professional work environment. E/MSS is just one exciting example of how we are taking your personal and organizational needs and integrating them into our strategic vision to become competitive and the best value to you, our customers.

I look forward to working with the Navy Supply Corps to make our motto a reality. We truly want to be *Your Financial Partner @ Work.*
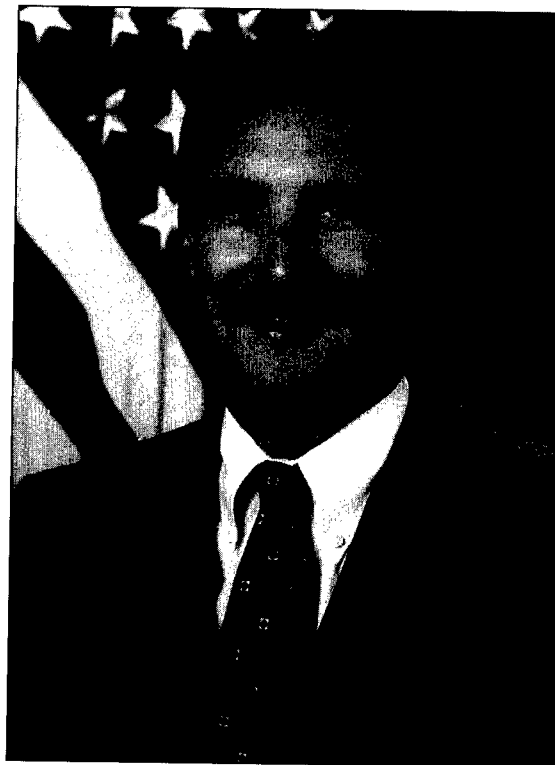
Thomas R. Bloom
Director, DFAS

The Navy and Financial Reform — Finding A "Win-Win"

By Captain Mark E. Easton, SC, USN
   Commander, Defense Finance and Accounting Service – Pacific

The DoD Comptroller has been leading financial management reform for several years – encouraging military services to make changes that will produce more acceptable audits on DoD financial statements.

Navy financial management encompasses a broad range of disciplines: from requirements determination, through budget formulation and justification, to ensuring the timely recording of obligations and expenditures in the accounting records. While the conventional wisdom rates Navy "budgeteers" as some of the best, we (Navy) often don't receive the same high marks for the quality of our accounting records. This has been the focus of financial management reform discussions – the desired outcome being "clean" financial statements as judged by DoD auditors.

With the creation of DFAS in 1991, issues were inherited, such as problem disbursements. Navy and other services systems gave DFAS further incentive as a key player in the financial reform equation and part of a plan of action. Three specific areas identify the cause and effect for reform.

❖ *The Legislative Landscape.* Several key pieces of legislation such as the Chief Financial Officer Act (CFO/1990), the Government Performance and Results Act (GPRA/1993), and the Government Management Reform Act (GMRA/1994) raised expectations governmentwide for all of government to "act more like a business." A lesser-known statutory change resulted in the elimination of the "M" Account – an account that held the balance of lapsed appropriations. This account allowed for the payment of aged obligations and reduced the pressure on DoD to manage funds in each appropriated account "from cradle to grave." With this mechanism eliminated, issues such as problem disbursements became more visible.

❖ *The Political Landscape.* The Clinton/Gore administration began "reinventing" government, outlining a government that was smaller yet produced more and cost less. The transition team at the Pentagon supported this ideal, along with the recently signed Defense Management Reform Decisions (DMRDs). The general theme of many of the DMRDs was to rationalize the defense infrastructure, eliminating duplication within the support functions of each of the military service departments. One of these DMRDs — (DMRD 910) — created the Defense Finance and Accounting Service (DFAS).

❖ *The DoD Comptroller Perspective.* In light of the above, the new DoD Under Secretary of Defense, Comptroller (and later the DEPSECDEF), Dr. John Hamre, faced a difficult set of challenges. Living up to these increased expectations, at the same time supporting a downsized DoD, created dilemmas. As a new DoD agency, DFAS inherited the people, systems and policies from each of the military services, yet was provided a focal point for attacking some of the major impediments, such as too many systems for identical tasks, standard processes, and consistent financial management policies.

A common theme reinforced at congressional hearings on DoD financial management is that taxpayers expect our government to live up to the same standards that we expect from ourselves or from the businesses in which we invest. A quick look at the Navy shows we are "big business." A few examples:

★ *Our culture is mission driven.* In the Supply Corps we work to ensure financial accountability but, as a matter of priorities, the command's mission comes first. Cutting the contract. Getting the part. Getting the ship underway or launching aircraft is "Job #1." Proper accounting for the transaction has always been a back-room function that Supply Corps officers have discharged.

★ *Financial statements.* The incentives in the private sector for producing financial statements with "clean audit opinions" — namely, raising capital in financial markets or borrowing money — don't exist in DoD or government. A theory that our financial statements should become a major element in the justification for the DoD budget would adversely affect the Navy budget process and mission. The "bottom line" cannot accommodate the intricacies of budget needs. Navy programs that support critical readiness and quality of life goals have continued while DFAS works toward a successful resolution to our budget process.

★ *Current financial reports.* Most of the systems DFAS currently uses, many used by the Department of the Navy prior to DFAS, were designed to comply with requirements for appropriated fund accountability.

DFAS works to build a strong team partnership. Because the processes that generate financial transactions begin with some type of requirement and flow through various feeder systems and crossing organizational lines, achieving the desired outcome demands an improved degree of understanding and cooperation. Our volume of business is large, and the partnership must consider future standard automated systems that provide internal controls as well as an audit trail. DFAS will demonstrate how better financial information relates to mission readiness and improved quality of

DFAS-Pacific, Servicing the Pacific Rim

By Captain Mark E. Easton, SC, USN
Commander, Defense Finance
and Accounting Service Pacific

DFAS-Pacific Operating Location (OPLOC), located on historic Ford Island and Yokota Air Base, may be what Department of Defense planners had in mind when they created DFAS: that putting functional specialists from each military service side-by-side, complementing their similarities and differences, and sharing their best business practices and processes, would result in the best possible solutions. DFAS-Pacific is a unique operation.

People

The OPLOC is commanded by a Navy Supply Corps captain and staffed by about 100 U.S. military representing all four services, 300 U.S. civilian employees, and about 200 Japanese nationals. The primary operating location is in Pearl Harbor, with a satellite office on the Yokota Air Base in Japan.

Air Force enlisted finance/accounting personnel are the largest group of military assigned to DFAS overall, with a similar representation at DFAS-Pacific. The
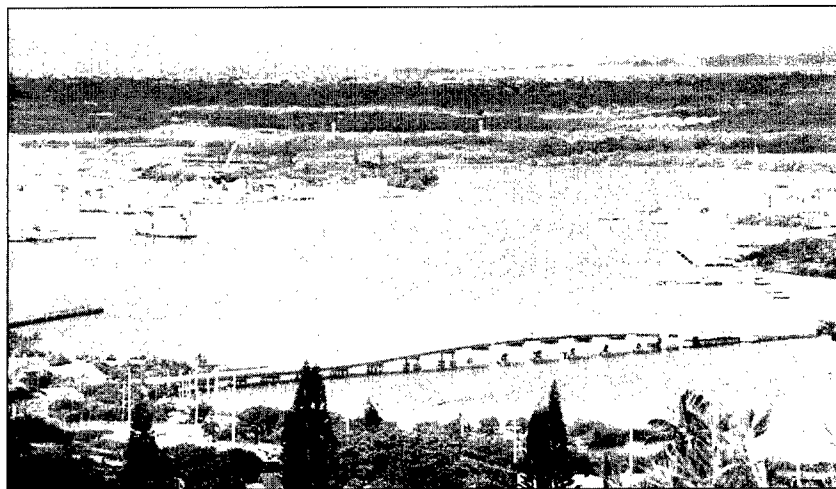
Historic Ford Island, site of Battleship Row, and focal point of the Japanese attack on Pearl Harbor on December 7, 1941, is the home of DFAS-Pacific. Until recently, only accessible by auto ferry and small boat, a new bridge and causeway, above, opens the island for Navy development including family housing, visitor attractions, and operational commands. (Photo by Jim Murray)

Marine Corps is the next largest. The Navy and Army, which staff finance and accounting functions predominately with civilians, is the smallest military representation.

The Navy team – one Supply Corps lieutenant and 10 enlisted personnel –
disbursing clerks, storekeepers, information systems technicians, and yeomen – focus on afloat finance and accounting transactions. It gives Sailors an opportunity to learn and share experiences with their Marine Corps, Army, Air Force, and civilian counterparts. Apart from the different uniforms and associated jargon, they find that they have more in common than they might have imagined.

Places in the Pacific

DFAS-Pacific was consolidated to support regional, rather than functional, customers, so we are close to each of the military services in Oahu, including Commander In Chief Pacific Fleet, Pacific Air Forces; United States Army, Pacific; and Marine Corps Forces Pacific. We also directly support subordinate commands in Hawaii, Alaska and Guam, as well as all DoD commands in Japan through our Yokota Air Base satellite office. Our customer base is spread across 16 time zones and over 100 million square miles. With the exception of Korea, still considered a tactical operating area, DFAS covers the

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Navy and Financial Reform

(Continued)

life, with the secondary goal of giving Navy leaders a better understanding of CFO-compliant financial reports. Using Stephen Covey's phrase, that's a "win-win" for the DoN and DFAS.

Cooperation and understanding will allow for fewer critical audit reports and will serve to improve DoN credibility at the budget table. The real payoff will be when everyone understands how better financial information means better use of limited resources. It's a challenge for both the Navy and DFAS in ensuring a "win-win" for both.   ⊕

CAPT Mark Easton served as Executive Assistant and Naval Aide to the Assistant Secretary of the Navy (Financial Management and Comptroller) prior to taking command at DFAS-Pacific. His tours have included involvement with operational logistics support of Hurricane Andrew disaster relief and humanitarian missions in Somalia, Bosnia, and Haiti. At sea he has served as Supply Officer of the battleship USS New Jersey (BB 62); Assistant Supply Officer of the destroyer tender USS Piedmont (AD 17), and Supply and Disbursing Officer aboard the amphibious tank landing ship USS Fairfax County (LST 1193).

Pacific.

Processes ... the Basic Business

The basic DoD Finance and Accounting functions haven't changed from the lessons learned at Navy Supply Corps School. DFAS-Pacific's business is field finance and accounting – paying bills in a timely manner, keeping the books up-to-date, and ensuring the quick, accurate posting of expenditures or deductions to your OPTAR or operating budget. The processes vary by service, dictated by legacy systems DFAS inherited.

At DFAS-Pacific, we process and pay our customers' vendor bills, Army travel claims, local transportation bills submitted by Japanese carriers, as well as performing field-level accounting for DoD activities throughout the Pacific Rim. In addition, most disbursing functions to support this business are done locally – principally through electronic funds transfer (EFT). DFAS is to centralize all disbursing operations at the centers in the near future, so DFAS-Cleveland will take care of Navy customers.

Projects for Change

Having all four service processes in one location allows DFAS-Pacific to be a natural "laboratory" for change. The following are just a few examples:

Common Vendor Pay System: While the Defense Procurement Payment System (DPPS) is just over the horizon, DFAS-Pacific had pioneered Vendor Pay standardization in 1997, when we deployed the Navy's entitlement system, Standard Accounting and Reporting System (STARS) One Pay (OP), to the Marine Corps and the Army. This gave us an entry to each service's accounting system, allowing for payment prevalidation plus access to a variety of management tools not available in prior systems.

Pearl Pilot: Beginning in October of 1998, the Pearl Harbor Naval Shipyard and the local Intermediate Maintenance Facility merged to become a regional maintenance operation, in line with the broader

Navy plan to regionalize all support operations. This high priority Department of the Navy project would not have happened without a DFAS-Navy team effort. The challenge was the transition of the organization from a working capital fund to a general fund financing basis without impacting day-to-day production. According to RADM William R. Klemm, CINCPACFLT Maintenance Officer, Pearl Harbor Naval Shipyard/Intermediate Maintenance Facility is currently operating at lower total cost and higher production to overhead ratios than at any time in the past.

Common Access Card – the Smart Card with PKI: DFAS Pacific is a long-

DFAS-Pacific

Serving the U.S. military in 16 time zones and over 100 million square miles

standing member of the DoD joint Smart Card Oahu pilot program office, using Smart Cards for employee building access since 1997. In November of 1999, DFAS-Pacific also became the prototype site for the same Smart Card with Public Key Infrastructure (PKI). This is the first use of the Smart Card for common access to facilities and computer resources. This medium is what DoD plans as its standard identification/authentication tool supporting a variety of applications such as paperless contracting.

DFAS-Pacific is striving to keep up

with the rapid pace of change in DoD finance and accounting. We feel our joint service "purple" organization is up to the challenge.

As DoD and DFAS move toward standard systems and processes, many of today's problems will be resolved. Lines of accounting will look more alike; acronyms will transition into plain English,, recognizable regardless of the color of the uniform. At DFAS-Pacific, the period of transition is more tolerable, since we have expertise from each service available to provide translation and assistance.

For example, when DFAS deployed the first version of Defense Cash Accountability System (DCAS), the system that allowing disbursements by one service on behalf of another to process and post without the customary lengthy administrative processing delays, DFAS-Pacific implemented this system quickly and effectively because of the skills of accounting technicians from each of the four military services.

DFAS was created to standardize and consolidate all military service finance and accounting operations under a single DoD agency. While consolidation is largely complete – generating over $100 million in annual savings for DoD – standardization is "a work in progress." As the NAVCOMPT manual fades, replaced by the DoD Financial Management Regulation (DoD FMR), legacy computer systems that supported finance and accounting processes are replaced by standard systems that implement FMR policy. Meanwhile, DFAS-Pacific is the only operation to test this concept by putting all service processes under one roof, hence the name – home of the "Purple OPLOC." ⊕

LT Suzanna Johnson, SC, USN, Director of Vendor Pay, DFAS-Pacific assisted in preparation of this article.

Newsletter

Streamlining Fleet Fast Pay

By Norma Hale,
   Certified Manpower Analyst, Defense Finance and Accounting Service - Norfolk Operating Location

About 16 years ago, the Defense Finance and Accounting Service (DFAS), Norfolk (NO), formerly the Fleet Accounting and Disbursing Center, Atlantic Fleet, faced the task of making timely payments to commercial vendors servicing the needs of the fleet.

The Navy, executing its mission, found itself "at sea" with changing priorities. This resulted in quick purchases and hurried exits. Many commercial vendors rushed to fill ships' needs and mailed invoices to them, expecting payments within reasonable time frames. Since the ships were always changing their addresses, mail delays were common. When the unit did receive the invoices, processing the paperwork was a serious challenge. While many vendors did receive timely payments, others were not patient with any delay.

To help the fleet AND commercial vendors, a team of DFAS-NO workers developed a local program to work with the Integrated Accounting and Disbursing Financial Management System (IDA-FMS) and later, with the follow-on system, Standard Accounting and Reporting System – One Bill Pay (STARS-OBP). The Fleet Fast Pay (FFP) system encourages faster delivery to the fleet units and improves supplier relations by speeding up payments.

The process begins when a fleet unit issues an order for supplies, materials, provisions, or ship's store resale items to a United States vendor. The purchasing officer gives the vendor a signed original and two copies of the purchase order (DD 1155) for all materials procured. On receipt of the orders and delivery of supplies, the vendor ships the material and forwards an original invoice with the purchase order directly to DFAS-NO for payment.

The DFAS-NO accounting technician performs an examination of the invoice and procurement document and processes the invoice for payment within 15 days. Fifteen-day processing is the requirement on Fast Pay transactions. The General Accounting Office (GAO) approved the 15-day payment processing time frame for FFP transactions as well. The accounting technician uses special coding in the STARS-OBP database. The special coding used in the payment process allows Fleet Fast Pay transaction data to work with the FFP local unique program. Requisition numbers specifically citing those codes reside in the database until the end of the month.

At the beginning of each month, DFAS-NO provides FFP requisition transactions (known to most users as "log listings") to each receiving unit. Most units choose to receive this data via floppy disks or the Streamline Automated Logistics Transmission System (SALTS). The unit is required to annotate each requisition with the appropriate receipt status and resolve any receipt discrepancies.

When FFP transaction files are forwarded to units, they annotate the transactions with receipt data. This requirement is considered the unique "closed loop" feature of FFP. The loop closes when either all requisitions are noted received or all receipt discrepancies are resolved.

Since DFAS-NO is the Authorized Accounting Activity (AAA) for Atlantic and Pacific Fleet Ship Stores units, all receipt information must be forwarded to the Ship Stores Accounting Section for accounting. This is the same receipt data the unit provides in the "closed loop" process in the monthly reporting requirement to DFAS-NO, Customer Service Section.

In an effort to reduce repeat processes, the FFP local unique program has been updated to work with the Ships' Stores Accounting System. Receipt data on this file will be interfaced with the FFP payment file.

Effective in December 1999 reporting requirements, DFAS-NO, Customer Service Section, ceased sending monthly Ship Stores FFP transaction data to Ship Stores units for annotation of receipt data. Receipt information is now taken from the Ships Stores accounting system resident at DFAS-NO. Units will continue to give ships stores receipts to the Stores Accounting Section and only provide receipt status to the Customer Service Section when the unit receives a written request from DFAS-NO. When units do not provide receipt status to the Ships Stores Accounting Section and the requisitions age 90 or more days, DFAS-NO will send the FFP transactions to the unit for receipt information.

Streamlining and improving the Fleet Fast Pay process is our goal for the Atlantic and Pacific Fleet ships stores personnel and DFAS-NO.   ⊕

Norma Hale has 25 years finance and accounting experience. She was selected the Association of Government Accounts (AGA) Financial Manager of the Year in 1995. Beginning her service as a GS-2, she was promoted to a GS-12 Branch Head in 12 years, holding each grade level in between. Currently as a GS-13, she is a certified manpower analyst and is the Total Quality Management (TQM) Point of Contact for the Norfolk Operating Location.
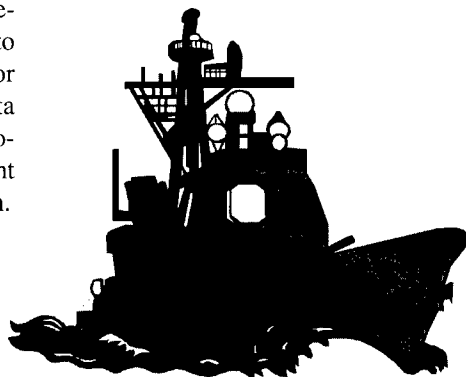
What's a Material Financial Control System?

By Lewis H. Bellinger Jr.
Supervisor Financial Systems Analyst,
Defense Finance and Accounting Service - Norfolk Operating Location

So many acronyms, so many systems. It's hard to keep track of the changes. A system worth remembering that improves the management of the Navy's wholesale and retail inventories is MFCS.

The MFCS is a joint Defense Finance and Accounting Service and Naval Supply Systems Command vision for the supply business area of the Naval Working Capital Fund (NWCF). It is a centralized inventory financial accounting and billing system that integrates the Department of Defense's Standard General Ledger accounting structure into business operations.

As the Navy's and DFAS' choice for an interim migratory accounting system for the supply business management area, it has five advantages over other inventory systems. It:
• Performs centralized accounting and billing
• Meets DoD and DFAS principles and standards
• Provides financial and physical asset visibility
• Incorporates the U.S. Standard General Ledger accounting structure and
• Improves timeliness and accuracy of financial and logistic management information.

The DFAS-Norfolk Operating Location (OPLOC) leads in using this system, and under CDR (Sel) Douglas S. Borrebach, SC, USN, the Program Manager, several projects are now underway.

★ The *MFCS Wholesale Development Team* will make recommendations to the executive board on resolving or approving changes to the current wholesale business processes and practices, develop functional requirements, develop conversion strategies, and perform user acceptance testing.

★ The *MFCS Retail Afloat Working Group* will follow up with the same guidelines of the wholesale team with the exception that the retail group will be involved with the current business processes and practices for converted SAC-207 activities.

★ The *MFCS Retail Ashore Working Group* will make recommendations to the MFCS executive board to resolve current business processes and practices to convert activities using UADPS applications E&F to MFCS retail.

In support of the MFCS, the Naval Supply Inventory Control Point, NAVSUP, DFAS-Cleveland, and the DFAS Operating Locations Norfolk and Charleston have made full-time functional experts available. In the year 2000, the MFCS projects will see the conversion of Wholesale in March along with the beginnings of the Retail programming changes. ⊕

Lewis Bellinger served in logistics positions at Patuxent River, Md.; Lakehurst, N.J.; and Oceana, Virginia Beach, and Norfolk Va., since 1958. In 1977 he assisted in the consolidations of the Navy Regional Finance Center, Fleet Aviation Accounting Office and several regional accounting offices into a new organization called Fleet Accounting and Disbursing Center U.S. Atlantic Fleet. He also served with Navy Manpower and Material Analysis Center, Norfolk, Va., before returning to Fleet Accounting and Disbursing Center as the Director, Operating Forces Accounting Department. Currently Bellinger has oversight for conversion of Uniform Automated Data Processing System-Stock Point (UADPS-SP) activities, Special Accounting Class 207 activities, and Ship Stores to MFCS.

Military Pay System, All for One and One for All

The Defense Finance and Accounting Service, Cleveland Center (DFAS-CL) has always been about pay, particularly Navy pay. However, the pay responsibility has continued to grow and continues to be a major focus of the center, not just for Navy but for the Army, Marine Corps, and Air Force. Our single largest active duty and Reserve customer still is the Navy; we maintain over 400,000 Navy active duty and over 93,000 Navy Reserve pay accounts.

Since 1991, when DFAS was stood up as one of the Department of Defense's (DoD) newest agencies, we have been about consolidation of people, resources and systems. Yet, our key responsibility has involved improvements to military pay. As with any improvements, there will always be 'adjustments' to those of us comfortable with the 'old' way of doing business. However, DoD felt we needed to join all military pay systems under one umbrella – the Defense Joint Military System (DJMS). The Navy had been comfortable with the Joint Uniform Military Pay System (NJUMPS), and the consolidation of this system into DJMS caused a few bumps in the road that has made the transition not always agreeable to those working it.

The biggest challenge was the conversion of the Navy active duty pay in 1997. With the many talented and dedicated personnel in Cleveland, other DFAS activities, and our Navy partners, the transition was completed with minimum adverse impact on Navy members' pay.

With everyone now online with DJMS, the next step included training of those personnel required to keep members' pay up to date, both ashore and afloat. The Cleveland Center Finance Operations took this task seriously and began implementing various training modules to be delivered at the Cleveland Center and at the locations requiring the DJMS training.

As I said earlier, with any new system there will always be a few bumps and we understand how this can cause our field Personnel Support Detachments (PSDs) concern over the timely and correct amounts included in pay checks. The DoD Deputy Under Secretary, Financial Management and Comptroller, and I joined forces to provide town-hall meetings at several of our larger Navy installations to discuss and provide information on the DJMS System. We invited all financial managers and PSDs to attend these meetings and encouraged them to voice concerns and get answers from senior leaders. The meetings were beneficial, allowing a better understanding in improving communication and systems to better service you, our Navy customer.

At DFAS-CL we look at our Navy association as a partnership. You as the Supply Corps serve an important key function in this partnership with DFAS. We are a critical link to our Navy war fighters. Without supplies and pay, morale and quality of life would seriously suffer. Years ago, I remember reading that the paymaster and Supply Corps motto was "We supply the bullets and pay, you supply the victory." I think this motto still holds credence, as we work hand in hand to provide the best quality of life both on and off the job.

I would like to personally ensure that Navy active and Reserve members will continue to receive timely and accurate pay services. We will continue strengthening our partnership as we engage the 21st century with all its challenges.

The future of our Navy members can be served by DFAS in handling the finance and accounting issues to allow our war fighters the time to concentrate on the safety of our nation in the world community. We are *Your Financial Partner @ Work.*
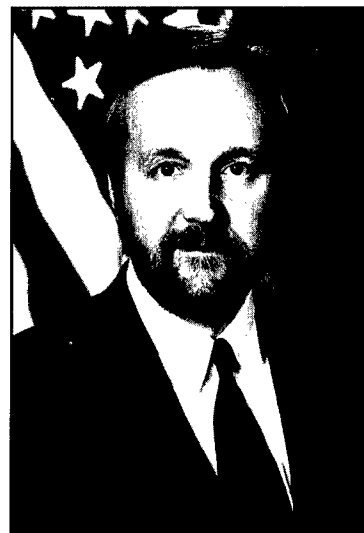
L. J. Krushinski
Director, DFAS-C

Quality of Life Through Pay/Benefits

New Housing Program Improves Quality of Life for Sailors

By Lieutenant Robert W. Faulkner, SC, USN,
Assistant Director Active Duty Pay, Defense Finance and Accounting Service Cleveland Center

Recent federal Quality of Life legislation affecting Sailors and their families will soon result in lower out-of-pocket expenses for rent and utilities.

In 1996, the National Defense Authorization Act provided for a five-year test of a Public/Private Venture (PPV) housing program. One of the test sites was Naval Station Everett, Wash. Under this program, the military services were authorized to enter into limited partnerships with development companies. This partnership is to supply low cost, affordable housing to military members and dependents.

The ultimate goal for this program: Zero out-of-pocket expenses to cover total housing costs (rent and utilities).

How it works:

• The Navy and a private developer fund the construction of quality housing units for Navy members and families.

• Sailors pay a fixed rent based on their rank, dependency status, and number of bedrooms.

• The allotment is paid directly to the developer.

• The sum of rent and utility expenses is compared to the Basic Allowance for Housing (BAH) the Sailor is entitled to and the difference is paid through a subsidy called Differential Lease Payment Program (DLP).

Without the DLP funding, Sailors must pay any amount of rent and utilities beyond BAH out-of-pocket. DLP has reduced this cost.

These funding changes for Sailors involve the Defense Finance and Accounting Service because it impacts Sailors' pay accounts. Because action took place after the September end-of-month recon-

ciliation at DFAS-CL, allotments previously set up could not be changed until the following month.

To save Sailors' money, DFAS-CL Active Duty Pay Division had to recall allotments already sent to the Military Assistance Command at Fort Knox National Bank and to credit the money to the Sailors' Pay Accounts (MMPAs).

"We're dealing with mortgage and rent payments so it is a sensitive issue for all concerned, and we wanted to be absolutely certain we credited and debited the right amounts," said LT Duane Soisson, Assistant Deputy Director of Active Duty Pay.

The PPV and DLP programs are beginning in other regions of the country. Kingsville, Texas, has already implemented the program successfully. Other projects starting up are in San Diego, Calif.; Lemoore, Calif.; Brunswick, Maine; New Orleans, La.; and, Albany, N.Y. ⊕

LT Bob Faulkner served at Naval Air Station Keflavik, Iceland prior to his assignment at DFAS.

Sample DLP Formula for an E-5 occupying a two-bedroom housing unit

Unit Rent	$790	
Utility Allowance	+100	- DLP paid by Navy to
Total Housing Cost	$890	development company
BAH	-760	
DLP	**$130**	
Unit Rent	$790	- Rent paid by service
DLP	**-130**	member at first of month
Member's rent	$660	
BAH received	$760	- Money left in member's
Member's rent	-660	pocket to pay utilities
Utility allowance	$100	

DJMS Advances Training for Fleet Milpay

By Lieutenant Duane Soisson, SC, USN
Assistant Director Active Duty Pay, Defense Finance and Accounting Service - Cleveland Center

On Aug. 12, 1999, a senior civilian official from the Office of the Assistant Secretary of the Navy for Financial Management (ASN/FM) hosted a teleconference with representatives from the Defense Finance and Accounting Service (DFAS), Cleveland Center (CL) finance director-

ates, and the Commander-in-Chief Atlantic and Pacific Fleets. Representatives were on call for seven town-hall meetings with Fleet Pay customers worldwide on the challenges of the Defense Joint Military Pay System, (DJMS).

While DFAS initially provided train-

ing on the new military pay system that services all four services, prior to its implementation, customers advised they needed better and more advanced training. The DFAS-CL finance staff listened and reacted with a plan to accommodate the Navy members.

The ASN/FM agreed to a joint effort between his office and the Director of Finance at DFAS-CL, to develop a prototype training course. The training encompasses a six-month time frame and began at the start of fiscal year 2000. The fleet commander-in-chiefs agreed to provide two large-deck ships to participate in the first round of training. As the training improves the level of understanding on the initial prototype ships, it will be expanded to include additional Navy units.

The USS *Tarawa* (LHA 1) was the first ship to participate in the training and has successfully completed the first of two phases.

During Phase One, personnelmen, yeomen, and disbursing clerks from the USS *Tarawa* attended training at the DFAS-CL. The hands-on training was completed in five days. The focus was on Permanent Change of Station, Temporary Duty, Debt, Basic Allowance for Housing, Payments, Split Pay Options, Selected Reenlistment Bonus, Separation, and Taxes. These items were for learning error prevention as it applies to military pay.

Phase Two will begin early this year. The DFAS-Cleveland representatives go out to the ships for on-site visits that will be used to reinforce the Phase One training. This is expected to be helpful in that the training team can now help in the use of the actual tools for the pay issues. This on-site training visit will be four days and a checklist on the various elements will be completed that will determine the overall effectiveness of the training.

With this new prototype training for our Navy DJMS users, it is anticipated that increased cooperation will be evident between the fleet representatives, Disbursing, Administrative, and Personnel offices.   ⊕

LT Duane Soisson is responsible for overseeing 402,000 active duty accounts as well as dependency determination, death gratuity payments, adoption reimbursement, and garnishment processing. Commissioned in 1995, he has also served aboard USS Supply *(AOE 6) as Disbursing Officer, Sales Officer, and Food Service Officer.*

Phase One training in the classroom at DFAS-CL. (Photo by Doug Fabens, DFAS-CL Public Affairs

Hands-on training for DJMS Phase One training begins at DFAS-CL for Fleet Pay personnel. (Photo by Doug Fabens, DFAS-CL Public Affairs)

Related Navy DJMS Training Initiatives

Commander in Chief-Sponsored Mobile Training Teams – East and West coast teams that provide on the spot training to deploying battlegroups ... began Fiscal Years 98/99

Chief of Naval Education and Training Updates Formal Schools – Held January 1999

Personnelman Quotas for Disbursing Clerk "C" School - Approved February 1999

Navy Personnel Command /DFAS DJMS Refresher Training – Joint effort to provide DJMS refresher training in all key fleet concentration areas ... began April 1999

Naval Supply Systems Command/Afloat Training Group-Pacific DJMS Refresher Computer Based Training – Interactive CD-ROM released July 99

Joint NAVSUP/CNET Training Symposium – Held March 21-22, 2000

Related stories will appear in upcoming issues of the *Newsletter*. For more information on these initiatives contact DKC Michael Vincent, Naval Supply Systems Command (56A) at (717) 605-6941, DSN 430-6941.

Work-Arounds Make Systems Pay

By Commander Dennis Greene, SC, USNR (TAR)
Director, Active Duty Pay, Defense Finance and Accounting Service - Cleveland Center

With new challenges in logistics support new pay legislation, outdated systems have to be made workable.

What Congress has given birth to, and what the president has given breath to, Defense Finance and Accounting Service – Cleveland Center (DFAS-CL) will now establish and nurture. Many hours of software programming changes – and testing – will make sure that all new pay entitlements are paid accurately and on time. And a new word, "work-around," comes into play.

What is a work-around? There is no dictionary meaning for this phrase, but DFAS-CL workers know the meaning. It's the method or process of manually keystroking pay command input to effect proper payments when the automated process is unable to handle it ... making the pay system do what it doesn't want to do.

With the short mandate on the fiscal year 2000 legislation, DFAS-CL is committed to making these pay systems work for our Navy customers:

- Surface Warfare Officer Bonus
- Special Warfare Officer Bonus
- Career enlisted flight incentive program pay
- 4.8 percent "across-the-board" pay raise

Actually, the work-around method has existed virtually forever and presents challenges to the manager, including:
- Using labor and resources effectively
- Ensuring work-arounds are effective, without negative consequences
- Precluding negative future consequences and
- Work-around automation

In order to make sure the work-around is effective, we run tests that simulate the transaction input and evaluate results on the pay system. This is done manually. Testing allows us to check the workability and amount of labor resources required to make the system work.

Once we develop, test and prove the effectiveness, a work-around becomes established as official policy pending the development of a real software package that will accommodate the legislative requirements.

With the work-arounds being time – and labor – intensive, it necessitates a better and larger work force. DFAS-CL has increased its work force of pay technicians by 70 percent, beginning in fiscal year 1999. We are prepared to ensure we pay all our fleet entitlements on time and accurately. ⊕

CDR Dennis G. Greene is responsible for 402,000 active duty accounts as well as dependency determination, death gratuity payments, adoption reimbursement, and garnishment processing. His active duty assignments have included disbursing and sales on board USS Hoel (DDG 13); NAS Willow Grove Assistant Supply Officer; USS Saratoga (CV 60) S-8 Division; USS Antrim (FFG 20) Supply Officer, Commander, Fleet Air, Western Pacific Atsugi, Japan Assistant Logistics Officer COMFAIRWESTPAC; REDCON 11 Dallas Texas Logistics Officer; and Commander Naval Reserve Force Reserve Personnel Budget Officer.

Fleet Pay Issues Are Priority One

By Lieutenant Duane Soisson, SC, USN
Assistant Director Active Duty Pay, Defense Finance and Accounting Service – Cleveland Center

Recently, the Secretary of the Navy committed significant financial, personnel and technical resources to set up a Pay/Personnel Assistant Center (PPAC) at Commander Navy Personnel Command, designed specifically to correct difficult pay problems.

The center is now activated and is helping disbursing clerks (DKs) and personnelmen (PNs) resolve Sailors' pay issues that couldn't be fixed through normal channels.

The PPAC urges Sailors to resolve pay issues through their personnel and disbursing offices first. Then, if that doesn't work, the representatives, along with the Defense Finance and Accounting Service, can take action.

The following is the most efficient way to get fleet pay problems resolved:
- Visit or call your pay and disbursing specialist first.
- If not satisfied, contact your PPAC who will then contact DFAS-CL.

A memorandum of understanding has been initiated by the DFAS-CL to delineate responsibilities and expectations between the PPAC and the Cleveland Center. It encourages the use of e-mail as the primary means of communication.

The PPAC and DFAS-Cleveland are to keep each other informed of the status of pending actions and to keep our Sailors informed on the progress of their transactions.

Since the Secretary of the Navy, DFAS-CL, and the PPAC have given their full support to making fleet pay issues a priority for a better Quality of Life, the success rate for resolving pay problems has grown.

Joint Total Asset Visibility
"Foundation of Focused Logistics"

By Major William Taylor
Marine Corps Representative, Joint Total Asset Visibility Office

In every major deployment of the 20th century, forces have been plagued by one constant difficulty, the inability to see assets as they flowed through the logistics pipeline and into a theater of operations. When asset visibility is lost, management becomes difficult as does the ability to provide "Focused Logistics." Customers, lacking confidence in the system, would submit numerous requisitions for the same item, often abusing the priority system in the process. As a result, superfluous material chokes the transportation system, and the cycle continues.

An example of this "asset blindness" occurred in Operations *Desert Shield* and *Desert Storm*. During this conflict, over 40,000 containers were shipped to the Middle East. More than 20,000 had to be opened, inventoried, resealed, and reinserted into the transportation system because personnel in theater did not know the contents or final consignees. When the war finally ended, more than 8,000 containers remained to be opened.

Granted, the result of the logistical effort ensured U.S. and coalition forces were victorious, but such "brute force" logistics, while perhaps effective, is neither efficient, nor desirable. Clearly, there was a need for establishing and maintaining visibility of assets throughout the logistical pipeline. Material that is visible in the pipeline will not be lost, customers will gain renewed confidence in the logistics system and refrain from submitting duplicate requisitions, and the transportation system will not be strangled by excess property. In such a scenario, "Focused Logistics" becomes a possibility. JTAV provides for that scenario.
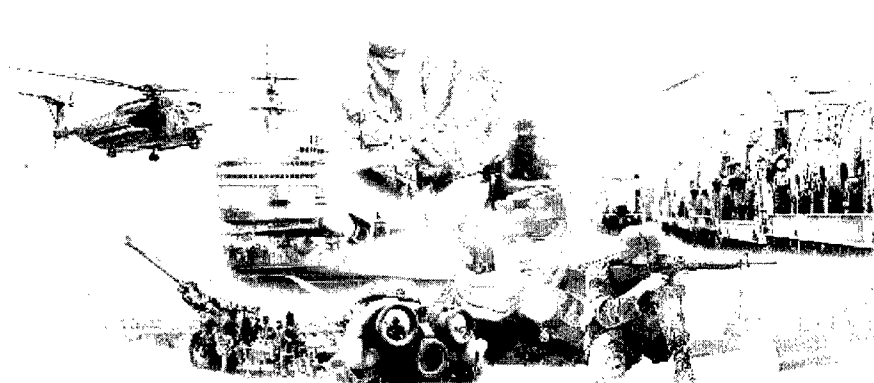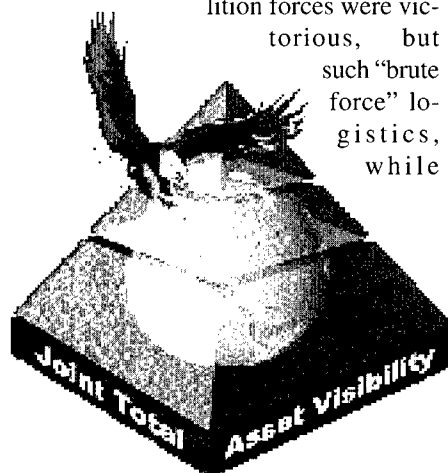
What Is JTAV?

Joint Total Asset Visibility is **the capability to provide users with timely and accurate information on the location; movement; status; and identity of units, personnel, equipment, and supplies.** JTAV also facilitates the ability to use that information to improve overall performance of the Department of Defense's (DoD's) logistics practices. Asset visibility represents a fundamental first step and may subsequently be leveraged to accomplish all those goals of Focused Logistics. One example is an initiative to provide interservice visibility of consumable and repairable assets, within a Primary Inventory Control Activity and Secondary Inventory Control Activity (PICA/SICA) relationship. This allows for both lateral redistribution and procurement offset of assets and the associated cost savings.

As another example, at the operational level, consider the following scenario. You are cruising the Indian Ocean, or training at Fort Hood or Langley Air Force Base, when the National Command Authority decides we must head back to the Persian Gulf because Saddam Hussein is "rattling his saber" again. As you are ramping up, you discover the filters to your unit's gas masks are being recalled because of a bad lot number. Would it not be advantageous to keypunch the NSN into your personal computer and in only seconds find out who close by or back in CONUS had some replacements? In times past, that could prove difficult to impossible. Today, the answer is literally at your fingertips.

The JTAV capability remains a work in progress. As it currently exists it is neither 100 percent joint or total. It is, however, quite robust and useful and represents a "quantum leap" forward from days past. Additional databases are constantly being added, as are significant enhancements, particularly in the in-transit visibility (ITV) area. In EUCOM,

where JTAV has been supporting the Bosnia and Kosovo operations of recent years, JTAV has become the "tool of choice" for asset visibility. Likewise, the JTAV capability is on every unified command's (CINC's) integrated priority list.

Supporting Documentation

The emphasis on developing and implementing a JTAV capability is contained in numerous documents. Joint Vision 2010, the Defense Planning Guidance, Quadrennial Defense Review, and the DoD Logistics Strategic Plan all address the goal of obtaining total asset visibility. The Under Secretary of Defense for Acquisition and Technology has produced a report on *Product Support for the 21st Century* that is actually an implementation strategy built on the Section 912 (c) Report, *Actions to Accelerate the Movement to the New Workforce Vision,* which was submitted to Congress by Defense Secretary William Cohen. Among the topics addressed is Joint Total Asset Visibility. JTAV is also a perfect example of the Clinton Administration's National Performance Review (NPR) objectives of putting customers first, cutting red tape, empowering employees, and getting back to basics. JTAV puts customers (service members) first by providing answers to questions about assets in the logistics pipeline, and JTAV empowers employees (service members) by providing the necessary information to push decision making down to the individual (service member) best suited to make the decision.

While all the above mentioned documents are significant, it is Joint Vision 2010 (JV 2010) that highlights the necessity of JTAV. **JV 2010 is the conceptual template for how America's armed forces will channel the vitality and innovation of our people and leverage**

technological opportunities to achieve new levels in joint war fighting. It goes on to develop four operational concepts: Dominant Maneuver, Precision Engagement, Full Dimensional Protection, and Focused Logistics.

The JTAV capability is embedded in the operational concept of Focused Logistics, defined as **the fusion of information, logistics and transportation technologies to provide rapid crisis response, to track and shift assets even while en-route, and to deliver tailored logistics packages and sustainment directly at the strategic, operational and tactical level of operations.**

Joint Total Asset Visibility (JTAV) is currently deployed to the Joint Forces Command, the Pacific Command, the European Command, the Central Command, and United States Forces Korea. Vast amounts of asset data, such as inventory, are "pushed," or "pulled," at varying intervals from "authoritative sources" to servers located at these unified commands. The information can then be accessed, via the World Wide Web, and used by planners at the headquarters level or operators in the field. Currently underway is a migration from the "as is" system architecture to the "objective" system architecture, where various

middleware solutions are employed to allow for direct access to authoritative source data.

System Architectures

The essence of JTAV is an integrated data environment. Specifically, JTAV must access the source systems and databases that contain data on assets in storage, in-transit, or in process, collect that data, fuse it into information, and present that information in a useable form to the user. Conceptually, this is fairly straightforward; technically, however, it represents a challenge as there are hundreds of logistics automated information systems that cross both functional and service boundaries. While each of these existing systems serves some purpose (i.e. visibility) to an individual service or agency, they represent only "islands of visibility." The system architecture of JTAV is designed to allow a single point of entry into the JTAV world called for in JV 2010.

The JTAV system architecture is the foundation on which the JTAV capability depends. It is a description, including graphics, of systems and interconnections that support functional requirements. It also consists of system overlay diagrams and node descriptions. To fully understand JTAV, and the direction in which it is headed, one must understand

Joint Total Asset Visibility Challenge

JTAV is the capability to provide users with timely and accurate information on the location; movement; status; and identity of units, personnel, equipment, and supplies.

It facilitates the capability to act upon that information to improve overall performance of DoD's logistics practices.
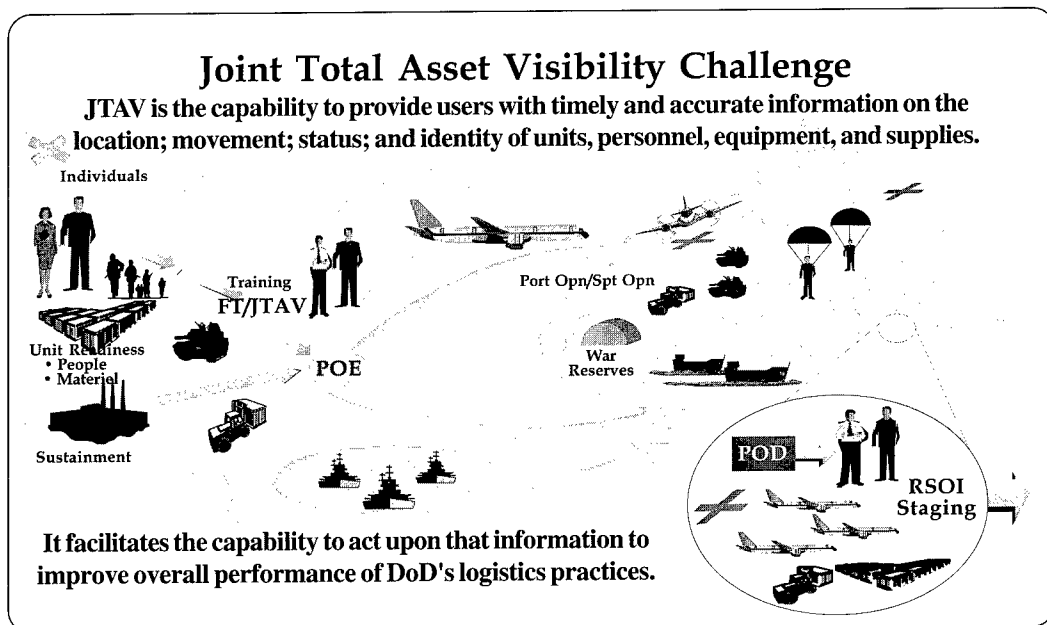
its evolution.

JTAV has evolved from a client-server technology, with all the associated limitations, to the more versatile web-based technology. The use of the web-based technology allows the JTAV capability to support the implementing strategy of the Global Combat Support System (GCSS) and the broader Global Command and Control System (GCCS) as well as an application known as the Common Operating Picture (COP). In essence, the COP is a visual display of the battlefield to include supporting infrastructure. The GCSS is essentially the **logistical** input for the command and control activities within GCCS and requires the JTAV capability to be accessible by any user, from any box, and from anywhere.

Under the current (as is) system architecture, a user, by means of a user ID and password, simply accesses the JTAV application via the web, selects a functional area (inventory, ammunition, war reserve, transportation, medical, etc.), and launches a query (asks a question). In a matter of seconds, the answer appears on the user's screen. For example, if a user wanted to know who had a particular NSN, he would simply enter the NSN as the "entry level argument," launch the query, and in a matter of seconds, the location and quantity of that NSN within the Army, Navy, Air Force, Marine Corps, and/or DLA inventories would appear on the screen. If one wanted to only see who in the Navy had the item, the user would simply deselect the other services. Obviously, the data is only as accurate as that contained in the authoritative source and as timely as the most recent update.

Under development is a migration from the "as is" system architecture to the "objective" system architecture, where various middleware solutions are employed to allow for direct access to authoritative source data. This will allow for "online, near real-time" information. In both architectures however, the whole process is web-based, Windows driven, and quite intuitive.

The Service's Role in JTAV

The services and the Defense Logistics Agency's (DLA's) role in the development of JTAV is obviously critical. They are the stewards or custodians of the corporate data required to make JTAV a reality.

Access to the data contained in those systems is obtained via a disciplined process that begins with a memorandum of agreement (MOA). This MOA is between the service or agency having responsibility for the system designated as the authoritative data source and the JTAV Program Office. While not all services or DLA agencies have fully completed the MOA process, all have been providing some level of access to whatever system **they** identify as the authoritative source for the sought after data. The MOAs are required, however, for both documentation purposes and the fact they specifically identify those essential elements of information (EEIs) jointly identified by the JTAV program office and the service/agency for total asset visibility. It is important to note that while the need to access certain EEIs is driven by requirements, it is the **individual service or agency,** not the JTAV program office, that determines what the authoritative source for those EEIs will be. Completing the documentation process are Data Sharing Requests and Data Sharing Specifications, which specify the operational agreements between the service/agency and the JTAV program office as they relate to design, implementation and management of the pertinent data.

Summary

Joint Vision 2010 is the template for how America's armed forces will dominate the battlefield of the 21st century. This will be accomplished through information superiority and technological innovation and the resulting new operational concepts of Dominant Maneuver, Precision Engagement, Full Dimensional Protection, and Focused Logistics. Failure to achieve Focused Logistics, however, means failure for the other three concepts as well. Focused Logistics requires the fusion of logistical information, which in turn requires the sharing of logistical data

across functional and service boundaries, which means JTAV. It follows, then, that JTAV is essential to the success of all the operational concepts set forth in JV 2010.

Numerous high-level documents have already been cited that call for the development and implementation of JTAV. Services and agencies, historically protective of their data, are recognizing the reality of the joint environment in which we operate as well as the utility of a shared data environment and continue to cooperate by providing access to their respective legacy systems. It should be noted, however, that visibility of asset information does not necessarily equate to access to those assets. It does, however, equate to **potential** access. Obviously business rules and agreements must be negotiated. But, by leveraging the visibility JTAV provides across service and functional boundaries, the possibilities for a more efficient and effective total logistics enterprise are many.

Briefings, demonstrations, training, and access to JTAV have been provided to numerous units throughout the world. Likewise, in an effort to institutionalize the JTAV capability, similar initiatives have been undertaken with such activities as the Army-managed Joint Course on Logistics at Fort Lee, Va. The Marine Corps, in particular, has been quite successful in getting the JTAV capability in the hands of its logisticians as well as embedded in many of its formal schools.

For those desiring information about the JTAV capability, or access, contact the JTAV Program Office Director, Ms. Johnson, at commercial (703) 428-1081 (Ext. 100) or DSN 328-1081. Additional information is available on the JTAV web site at www.acq.osd.mil/log/jtav. ⚓

Maj. Bill Taylor's past assignments include the Supply Officer for 1st Maintenance Battalion and 3rd Tank Battalion as well as the Logistics Officer for Marine Corps Ground Security Forces Guantanamo Bay, Cuba. He holds a master's degree in human resource management and is a Certified Planner of Logistics (C.P.L.).

NAVSUP Strategic Plan

By Mark Lawrenson, Strategic Planner
Naval Supply Systems Command

Naval Supply Systems Command has revised the Navy Supply System Strategic Plan. The revised plan differs from our former plan in a number of ways. The mission statement was expanded, the vision statement was modified, and the six strategic initiatives were replaced with four new strategic goals. What has not changed is the commitment to provide support that is easy to get, customer focused, and efficiently delivered.

The former Strategic Plan, originally published in 1996, focused on transforming the supply system from an infrastructure intensive system into a lean process driven system. Many of the strategic initiatives focused on cost reduction and the need to operate within an environment of ever-decreasing resources. Over the last four years a leaner supply system has been created, reducing supply infrastructure and support costs while supporting an ever-increasing workload.

Looking to the future the requirement to provide support as efficiently as possible will continue to exist. However, the right balance between efficiency and customer support must be struck. Discussions with customers and stakeholders, held during the SUP 21 reengineering effort, made clear to us that there is a need to focus more on meeting customers' needs and on fully realizing the promise of One-Touch Supply.

The NAVSUP Mission statement has been expanded to better reflect the range of customers NAVSUP serves ... Marine Corps, joint and allied forces, in addition to U.S. naval forces. One-Touch Supply has been redefined to place more emphasis on meeting customers' needs. Stating NAVSUP's desire to be the customers' choice, NAVSUP's revised vision statement recognizes that customers have other options and will choose the Navy Supply System only if it can deliver best value. The four new strategic goals stress better performance and increased customer satisfaction in addition to lower ownership and supply system operating costs.

The Navy Supply System Strategic Plan is the foundation for a new planning process that NAVSUP is implementing. In addition to the long-term Strategic Plan, the planning process involves developing a short-term Corporate Business Plan and individual activity action plans (see sidebar, this page). The corporate Business Plan will identify specific objectives that the claimancy will accomplished over the next two years. The process of setting Corporate Business Plan objectives and developing supporting activity action plans will be repeated each year and will be linked to the budget process.

"The new Strategic Plan and the planning process being implemented will enable us to better focus our efforts and resources on achieving our corporate vision of One-Touch Supply," according to NAVSUP Commander RADM Keith W. Lippert, SC, USN.

The Strategic Plan follows on the next two pages. For questions concerning the plan contact NAVSUP 03 – Pat Guest at (717) 605-7550, DSN 430 or Mark Lawrenson at DSN 430-7567. The Strategic Plan is also on the NAVSUP home page at www.navsup.navy.mil, select Corporate Information, then About NAVSUP. ⌁

Mark Lawrenson works in the Corporate Management directorate of NAVSUP. In addition to supporting the command's strategic and business planning efforts he has also worked on the NAVSUP Customer Update. Employed by NAVSUP since 1987, he holds a bachelor's degree in Political Science from Western Maryland College.

Business Plan Being Developed to Support Strategic Plan

Members of the Naval Supply Systems Command senior leadership team met recently to begin developing a two-year Corporate Business Plan. The purpose of the business plan is to focus attention, efforts and resources on the things that must be done over the next two years in order for NAVSUP to achieve its long-term strategic vision of One-Touch Supply. The business plan, along with the strategic plan and individual activity action plans, is a key component of NAVSUP's corporate planning process.

The team was composed of headquarters deputy commanders and assistant deputy commanders and field activity commanding officers and their technical or executive directors. During the three-day session, the group worked to set corporate objectives for Fiscal Years (FYs) 2001 and 2002. The objectives, written to be specific, measurable, achievable, reliable, and time-bounded, serve as a bridge between NAVSUP's broad, long-term strategic goals and specific, short-term action plans. The objectives provide the framework for the Corporate Business Plan.

At the meeting, a goal champion for each of the four goals in the NAVSUP Strategic Plan was named. All Senior Executive Service members, the champions are Mike Madden of NAVSUP Headquarters for the Customer Goal, Sandy Leggieri of Naval Inventory Control Point for the Value Goal, Kevin Fitzpatrick of NAVSUP Headquarters for the Process Goal, and Ruth Sanders of Fleet Material Support Office for the People Goal. In addition, Diane Townsend, NAVSUP Counsel, has been named champion for the Corporate Communications Strategy.

By the conclusion of the meeting, the group had identified 64 draft objectives. As a next step, objectives will be refined and objective owners assigned. The business plan will be fleshed out over the next several months, and projects and other actions will be identified to accomplish the objectives.

A Business Planning Conference is scheduled for July 2000 to review and approve the completed corporate business plan. Implementation of the FY 2001/2002 Business Plan will begin Oct. 1, 2000. ⌁

SUPPLY 21

United States Navy Supply System

Strategic Plan 2000 - 2005

Our VISION

To provide Navy, Marine Corps, Joint and Allied Forces quality supplies and services.

Our MISSION

We will be the customers' choice for best value products and services, where a single request by the customer activates a global network of sources and solutions.
In short,

One-Touch Supply.

CORPORATE VALUES

Customer Focus:
We are devoted to serving our customers and to exceeding their expectations.

Employee Excellence:
We are committed to our employees and to their development, participation and recognition.

Quality Products and Services:
The products and services we deliver are always the best.

Innovative and Responsive:
We constantly explore new ideas and methods in order to increase our effectiveness.

Teaming for Success:
We aggressively seek effective partnerships to improve our quality.

Honor and Integrity:
We act ethically; are open, honest and fair; keep our word, and take full responsibility for our actions.

Visit our web site on the internet at http://www.navsup.navy.mil

Goal 1: Responsive, customer-focused support.

Provide customers easy access to any and all of the materials, services, and information they need. Ensure customers get answers to their questions and resolution of their problems easily, quickly, at any time.

Measures of success:

Greater customer satisfaction with interface/contact with the supply system
- As measured by: Customer satisfaction survey results

Strategy 1.1: Provide our customers a single point of entry for all product, service and information requirements, regardless of the ultimate supplier or provider.

Strategy 1.2: Provide easy, one-touch support through a combination of personal assistance and state-of-the-art technology.

Strategy 1.3: Conduct continuous market analysis to measure customer satisfaction, ensure product awareness, and shape product and service offerings.

Strategy 1.4: Identify and champion information systems and technology requirements inside and outside the claimancy to ensure systems and infrastructure that support customer requirements.

Goal 2: Best Value Products and Services.

Provide customers best value products and services. Consistently satisfy customers' requirements for function, quality, timeliness, and cost.

Measures of success:
Increased Readiness
- As measured by: Supply Component of Mission Capable / Fully Mission Capable rates; Supply Component of Percent of time free of C-3/C-4 CASREPs

Lower total ownership costs
- As measured by: Spare parts cost per operating period

Greater customer satisfaction with products and services
- As measured by: Customer satisfaction survey results

Strategy 2.1: Team with supply chain partners to reduce total ownership costs.

Strategy 2.2: Be a demanding customer; structure internal and external relationships to optimize performance and costs.

Strategy 2.3: Employ alternative solutions to optimize warfighter support and readiness afloat and ashore.

Strategy 2.4: Identify and implement best value government and commercial practices.

Strategy 2.5: Offer customer choice and product customization in the determination of best value.

Strategy 2.6: Maximize Quality of Life for naval personnel and their families.

Goal 3: Streamlined processes which reduce cost and cycle time for delivering products and services.

Reengineer internal processes to improve the efficiency, timeliness and effectiveness of operations. Ensure customer service is maintained or improved as operations are redesigned to be more economical.

Measures of success:

Lower supply system operating costs
- As measured by: Supply operations costs; OM&N costs

Shorter response time
- As measured by: Logistics response time; Response to failure; Average customer wait time

Strategy 3.1: Complete business process review of enterprise-wide supply processes and optimize supply chain management.

Strategy 3.2: Position ordnance globally to maximize warfighter capabilities.

Strategy 3.3: Team with regional commanders and other service providers to optimize ashore support and Quality Of Life functions.

Goal 4: Our people deliver and sustain world class performance.

Develop and maintain a skilled and flexible workforce, prepared and motivated to provide optimal support.

Measures of success:

Workforce requirements met
- As measured by: Skills gap

Increased employee satisfaction
- As measured by: Employee satisfaction survey results

Strategy 4.1: Identify our workforce requirements and ensure we have the right skills, size and diversity.

Strategy 4.2: Promote a high quality work environment, assist employees in adapting to change, and facilitate career planning.

Strategy 4.3: Prepare the workforce and the organization for future business opportunities.

Strategy 4.4: Commit the corporate resources to ensure our people and organizations are competitive.

Strategy 4.5: Manage workforce reductions and facilitate career transition.

USS Tucson (SSN 770) Becomes First Zero Discharge of Plastics At Sea Submarine in Pacific

By Lieutenant Richard A. Paquette, SC, USN, Supply Officer, USS Tucson

USS *Tucson* (SSN 770), homeported in Pearl Harbor, Hawaii, and under the command of CDR Dennis J. Murphy, recently became the first submarine in the Pacific to be modified to meet environmental regulations requiring zero discharge of plastics at sea. This legislation was part of the Act to Prevent Pollution from Ships (APPS) 1994 Amendment. The legislation required all submarines to be compliant by Dec. 31, 2008.

Surface ships have been compliant with the new regulations since December 1998 with large plastic processors that compact and heat sterilize plastic into 10-pound disks. While this solution works on board a surface ship, due to the small size and limited stowage available on board a submarine, a new answer needed to be found. Submarines are currently operating under the 3/20 day rule, which mandates how many days of food/non-food contaminated plastics need to be stowed on board prior to returning to port.

Tucson was selected due to an upcoming 60-day underway and upkeep period that would allow for installation of program components. In May 1999, Newport News Shipbuilding personnel modified *Tucson* during a two-week period. The modification included turning a deep sink in the wardroom pantry into a locker for plastic stowage and the installation of new garbage grinder with an on-board spare. Additionally new cloth wet bags were substituted for the current nylon/plastic mesh bags used by submarines.

At the completion of the installation of these components the *Tucson's* Supply Department received extensive training given by engineers from the Naval Surface Warfare Center (NSWC) Carderock Division. "This training highlighted the goal of the program and the safe operation of the plastics processing equipment," said Mess Management Specialist 1st Class (SS) Bryron Blackmon, Leading Mess Specialist.

The program followed these simple guidelines. Separate all plastics generated on board, preferably at the point of origin, and compact in the existing trash compactor unit. The plastics are compacted into a heavy odor barrier bag (OBB). When the OBB is full it is wiped down with a detergent solution and tied off with a plastic strap and inserted into another OBB. The two heavy bags will prevent puncturing and eliminate any odors emanated from the plastic waste. This outer bag is heat-sealed shut and placed in the storage locker until the submarine returns to port and all plastics are offloaded for disposal and recycling ashore.

After this initial training it was up to the ship to come up with a plan to ensure the program succeeded. I wrote a new plastics waste instruction delineating everyone's responsibilities and the goal of zero discharge of plastics at sea. Training was held with all hands on the new program. Plastics waste-only receptacles were placed around the boat in locations chosen to make segregation easy. Articles and photographs on the damage plastics do to the marine environment were placed around the boat to aid in crew awareness. Plan of the day notes and training with all supervisors rounded out the plastics training.

In the days before a 56-day deployment to South America the boat was canvassed for plastic and all hands were instructed to eliminate bringing any plastic aboard with their personal items while loading out prior to getting underway. The storekeepers also attempted to limit the amount of plastic by only ordering plastic-free products and removing all plastics packaging.
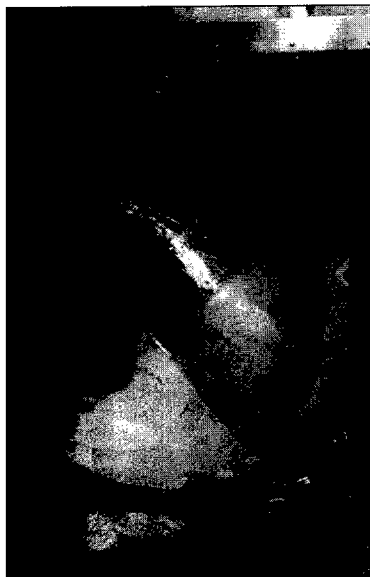
Once the ship got underway the program started in earnest. Blackmon and I routinely checked to ensure plastic products were making it into the right containers. Leading petty officers were also instructed to ensure their waste was prop-

Seaman/Fire Control Technician Jake Reed cleans a plastics waste bag prior to storage.

erly separated prior to bringing the trash to the trash disposal unit (TDU) room for compacting and processing. The final check to ensure no plastics were disposed overboard was the TDU operator. This thankless and very dirty job fell to two motivated young Sailors — Seaman/Sonar Technician (Submarine) Recruit Jason Wilkerson and Seaman/Sonar Technician (Submarine) Apprentice Raymond Andrade. Their positive attitude and concern for doing the job right ensured program success.

As the days of the underway went by the plastics, despite best efforts prior to leaving, began to pile up. However, the locker and OBBs, worked perfectly. There were no broken bags and no odors. Every bag was logged for data collection purposes with the time, date and weight written on each one. In addition, all personnel involved in compacting and processing the plastic waste filled out feedback forms on the new garbage grinder, cloth wet bags, OBBs, and the process in general. This data package was the real important part of the program. The NSWC Carderock Division engineers needed to know if their solution worked and how to improve it prior to installation through-

out the submarine force.

To enhance the data that would be sent to NSWC Carderock Division, the Commanding Officer instructed that all plastics be kept on board despite the port calls in South America to get a true feel for how much plastics were generated in a 60-day mission. Exactly how much plastic was compacted and stored on board? The final numbers were 31 bags for a total of 696 pounds of plastics. The average amount generated per Sailor per day was .08 pounds, which was significantly lower that the predicted value of .22 pounds per Sailor per day. This can be attributed to the aggressive zero plastics training conducted prior to the underway.

The key elements that allowed *Tucson* to succeed in this mission were support from the entire chain of command. The CO, XO and COB were instrumental in setting the example for all hands on protecting the environment. Individual chiefs and officers went to great lengths to ensure their respective divisions were meeting the program requirements. The large number of plastic receptacles and frequency of emptying them also aided in the successful completion of this experiment. Finally, it was the mess management specialists (MSs) and food service attendants who took on this new assignment with motivation and determination to follow every point in the program and keep very accurate records of all plastics generated.

There were many lessons learned from this program. The locker location was only adequate for about five weeks of plastics. *Tucson* stored the extra bags in the TDU dry well. The heat sealer gun was very bulky and difficult to use. Despite the best efforts of the storekeepers
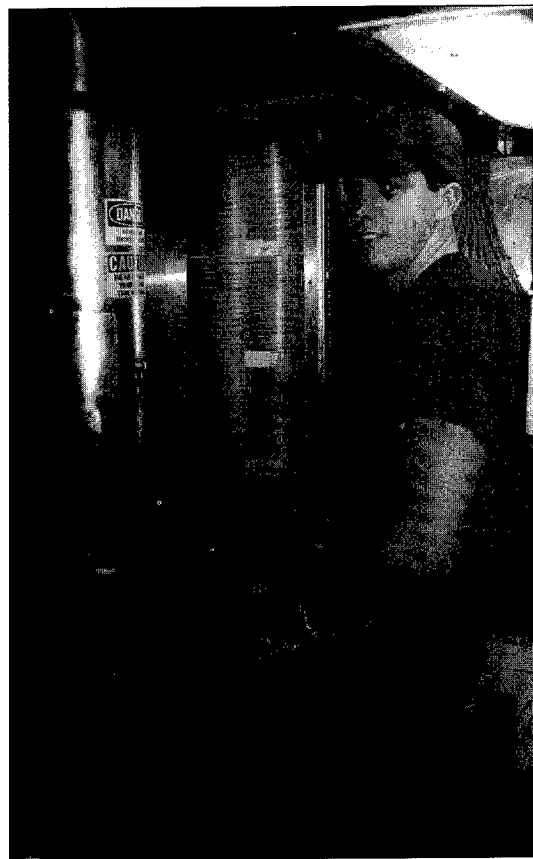
Seaman/Fire Control Technician Jake Reed compacts plastics in a trash compactor prior to storage in a heavy polymer coat plastic sleeve.

and MSs many stock items still contain plastics. More effort needs to be placed on ensuring zero-plastic content items are made available to the fleet.

However, the demonstration proved that submarines could process and store plastics waste on board. The data that was collected and the lessons learned mentioned above are being worked on by personnel at NSWC Carderock Division, and program modifications will be made to ensure the zero-plastics disposal at sea program will be a success when it is implemented fleetwide. For now USS *Tucson* will continue to store all plastics on board to maintain a clean wake and protect the marine environment.   ⚓

LT Richard Paquette was previously the Disbursing/Sales Officer on USS Frederick (LST 1184) and is a 1994 graduate of the Naval Academy.

Heavy polymer bag holds compacted plastics in a plastic storage bin in the wardroom pantry.

Navy Food Service –

Improving Quality of Life for Our Sailors

By CDR Frank Lindell, SC, USN
Director, Navy Food Service, Naval Supply Systems Command

As the Navy's program manager for Food Service, the Naval Supply Systems Command has, as its goal, optimization of the use of the best commercial business practices available to improve Quality of Life (QOL) and reduce workload. Where once, NAVSUP and the fleet focused primarily on policy and regulations, our focus has dramatically shifted over the past 18 months. Foremost in our efforts now is the reengineering of Food Service to further improve quality of service

The amphibious assault ship USS Tarawa *(LHA 1) approaches a pier in Mina Sulman, Bahrain, for a port call. U.S. Navy photo by Journalist 2nd Class Charles Neff.*

Commencing in May 1998, a series of prototypes were conducted to evaluate the advantages and disadvantages of utilizing advanced foods in Navy. We identified emerging technologies in the private sector such as cook/chill, cook/freeze, and shelf stable food products that would reduce preparation, cooking and cleanup times. Once inserted into the menu, these items were evaluated for acceptability, cost, storage requirements, and workload impact. Initial testing at Naval Station Mayport was followed by afloat testing on board USS *Rainier* (AOE 7) and USS *McFaul* (DDG 74). Test results demonstrated that these food products could improve QOL and reduce workload. However, these food products were not the only recent improvements in the food service industry.

In addition to advanced foods, several other revolutionary initiatives were in various phases of testing across the fleet. USS *Harry S. Truman* (CVN 75) successfully implemented self-service serving lines. Low-maintenance decking was installed on many platforms. USS *John C. Stennis* (CVN 74) replaced traditional food service equipment with state-of-the-art food service equipment in an entire galley. USS *Fitzgerald* (DDG 62) reduced in-port evening galley watch personnel through use of entrees prepared in advance. As individual successes came to light, it was apparent significant benefit might be recognized by implementing an entire suite of food service initiatives on one platform and measuring not only the individual results, but also the synergistic benefits.

Born was the concept of the Single Ship Prototype ... the integration of multiple food service initiatives on board one ship. Discussions with the fleet identified USS *Tarawa* (LHA 1) as a potential platform. *Tarawa* personnel agreed and the Single Ship Prototype became a reality. The test commenced Oct. 1, 1999, and is managed by NAVSUP. A cooperative team of professionals from the fleet, NAVSUP, Naval Sea Systems Command, Navy Food Management Teams, and industry have identified 13 separate initiatives for implementation on USS *Tarawa*. Many of these initiatives are already underway and empirical data is being collected. A business case analysis is being conducted for each initiative with a final report due out in October 2000.

Progress to date has been very posi-tive. At press time, a menu of approximately 40 percent advanced foods is in place on *Tarawa*. Civilian contractors have already successfully performed as food service attendants (FSAs) while the ship was in port. These contractors also loaded stores into the reefers and dry storerooms. Junior officers are cleaning their own staterooms. Over 2,200 square feet of low-maintenance decking has been installed on the ship. Centralized food preparation is underway for the Chief Petty Officers Mess and Wardroom.

Sheet and strap pans, coated with a "nonstick" coating, have been delivered for use by the ship. The galley is undergoing an availability to replace traditional equipment with state-of-the-art combination ovens, skittles, clamshell grills, and filtered deep fat fryers. Also, during this availability, modifications will be made to the serving lines and mess decks that will facilitate use of self-service serving lines. Once the galley is reopened USS *Tarawa* will serve pre-prepared individual dinner entrees while in port.

Software to bar code food items in order to make receipt, issue and inventory evolutions more efficient is being developed by a contractor. Also on the technology front, Smart Cards will be is-

sued to the crew during the June/July time frame. Smart-card technology will eliminate manual record keeping for the CPO Mess and Wardroom, automating the mess bill process. Lastly, inventory procedures will be modified to reflect current practices in the private sector ... conducting physical inventories based upon the value of the line item vice dedicating as much time to counting spices as we do to counting lobster tails.
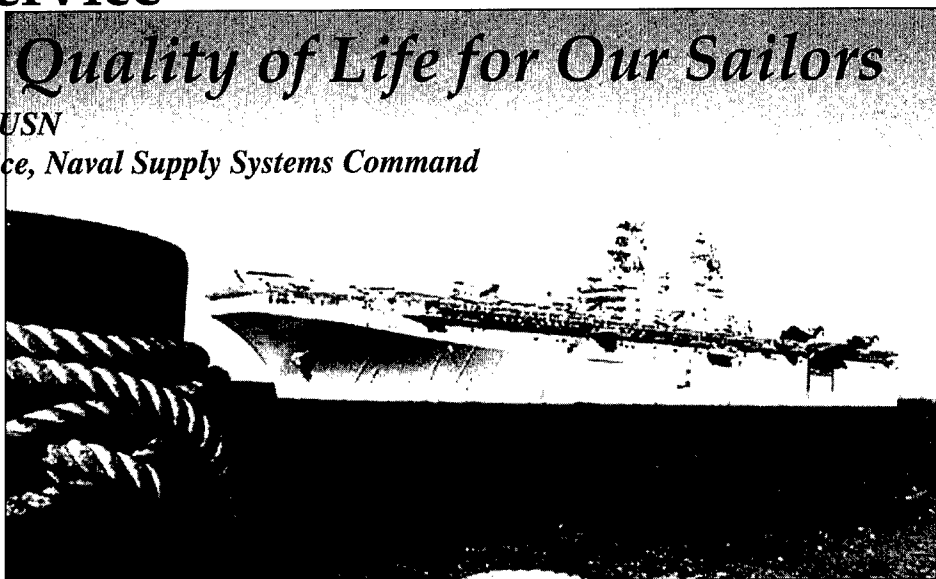
Results from initiatives already in place have been promising. Several were proven winners in their own right, and the Single Ship Prototype should only further validate their advantages. Other initiatives are being tested for the first time. The goal is to identify those successful initiatives that will form the foundation for reengineering Food Service afloat.

Many of the initiatives being tested on the Single Ship Prototype, or individually in the fleet, are being incorporated into the paradigm of the Food Service operation of the future being developed by the Afloat Supply Department of the Future (ASDOF) working group. Several proven efforts have been adopted by ASDOF as the cornerstones for how we will conduct food service operations on minimally manned and technologically advanced platforms of the future.

Concurrently, NAVSUP, at the direction of the Under Secretary of the Navy, has identified a series of proposals that will form the basis for reengineering Food Service afloat in the near term. A brief description of each initiative is provided below. All of these initiatives except Reduced Stateroom Cleaning support the CNO's efforts to reduce workload afloat,

USS Tarawa *Serves Up a Taste of Tomorrow*
By JOC S. Williams, USS Tarawa *Public Affairs*

SAN DIEGO (NWS Feb. 24, 00) — When Jackie Watts left his Indiana hometown at the age of 17, he became a cook in the Navy. For eight years, his typical workday was packed with hours of food preparation, cooking and serving — not to mention cleaning.

Now, Seaman Mess Management Specialist Watts and every mess management specialist aboard USS *Tarawa* (LHA 1) are getting a break from their typical hard day's work in the galley with the aid of pre- prepared frozen foods.

Tarawa's Assistant Supply Officer, LCDR Donn Murray, said the frozen foods are just one of 13 Naval Supply System Command initiatives which will be tested here. The goal is to reduce workloads and improve Sailors' quality of life.

The new items served include sausage, bacon, French toast, grilled sandwiches, luncheon meats, curly fries, lasagna and honey glazed chicken.

"They're a welcome addition to the Navy," said Watts. "They make our job a lot easier. We put it on the sheet pan and throw it in the oven."

According to LT Bernard Dunlap, *Tarawa*'s Food Service Officer, cooking with these items is a little pricier than the traditional system, but they don't require as much manpower.

"These foods save us a tremendous amount of time compared to making everything from scratch. They help us be more productive. We can spend more time on cleaning and use our mess management specialists to raise our cleanliness standards," said Dunlap.

Watts said the extra time that comes along with the initiative has also raised training standards.

"Even though you graduate A-school there are some things they don't have time to teach you," said Watts. "But now we have time to learn the grill, bake shop and our other mess specialist-related training."

According to Watts, the most important ingredient to the initiative's success is not having to make the meal over again if there's not enough food already cooked.

"There's a lot of pressure to feed the number of people we have on the ship, and it gets busier when we have the Marines aboard," said Watts. "If you're running out of something now, you just go to the (freezer) and throw it in the oven."

Dunlap said *Tarawa*'s menu was reviewed by a Naval Supply dietician to ensure the ship had the proper nutritional content and a good balance before the foods were initiated.

"I like to eat a light lunch and dinner,"

said Hospital Corpsman 2nd Class Mike Potratz, who likes the idea of food that's lower in fat. "If I don't get a chance to exercise in the gym, I need a lower amount of calories. I won't gain as much weight eating these foods."

Seaman Derrick Robertson likes the taste of the prepared foods and the new items on the menu. "They taste a little bit better, but I really like the fact that they're not sticking to the old menu and giving us the same few things every other week," he said.

An informal poll revealed some of the crew's favorites were the new meat and vegetable lasagnas, chicken Parmesan, French toast and curly fries.

Postal Clerk 3rd Class Michael Manigrassi said that the vegetable lasagna was "unreal," adding, "I went back and got seconds."

FN Sherman Blankenship loved the curly fries. "They're a nice twist. They're not too greasy and the spice is just right."

Dunlap said he wasn't surprised with the crew's approval.

"These are commercial products that you would find in the frozen food section of your local grocery store," Dunlap said. "The quality's good and I'm sure the Navy is looking to incorporate these prepared foods Navy wide."　　　　⚓

especially during the interdeployment training cycle. Workload reductions will decrease "drudge" work and make more time available for Sailors to accomplish other work and pursue professional/personal growth.

Advanced Food Technology

Goal: Identify optimal mix of traditional/advanced foods and workload savings.
Requirements: Increase the food allowance and increase availability of advanced foods.

Description: The use of select advanced foods by afloat units will enhance Quality of Life and reduce workload afloat by approximately 10 percent. Advanced foods are defined as precooked or preprepared bulk menu items such as precooked bacon, premade lasagna, and frozen bread dough. Since many advanced foods are more expensive than their "cook-from-scratch" counterparts, an increase in the basic daily food allowance (BDFA) will be required to fund the additional food cost.

Benefits: Studies have demonstrated advanced foods improve customer satisfaction; provide significant labor savings and a consistently higher quality food product; increase variety; and reduce risk of food contamination and food waste. Challenges include an increased demand for refrigerated storage, plastics/paper waste due to packaging, and food cost.

Implementation: Advanced foods will use existing food service equipment installed afloat. Replacement of existing convenience foods such as canned soups, frozen/canned vegetables, canned fruits, and cake mixes with advanced foods does not improve product quality or save significant amounts of labor. It is neither feasible nor desirable to expect 100 percent usage of advanced foods. Based on USS *Rainier's* prototype, approximately 40 percent of the food served afloat should be advanced foods to optimize labor savings given refrigerated space constraints. Currently, 16 percent of food consumed afloat is an advanced food. Efforts are ongoing with food suppliers, managed by the Defense Supply Center Philadelphia, to provide an increased range and depth of advanced

foods. Thirty-eight of 206 food items stocked by replenishment ships are advanced foods; additional items are under review for inclusion.

A funding strategy to resource investment costs has been developed in order to implement this proposal during FY '00 and to support the proposal throughout the Fiscal Year Defense Plan. CNO N1 resources the BDFA through subsistence in kind (SIK) funding. The investment cost for FY '00 is $5.6 million and $11.2 million for FY '01. NAVSUP has included the advanced foods requirements for FYs '00 and '01 in the SIK president's budget costing to BUPERS for inclusion in the Military Personnel, Navy budget. This will increase the SIK budget and in turn increase the BDFA for afloat units allowing them to increase use of advanced foods. NAVSUP has requested approximately $11.2 million each year, via the Program Objective Memorandum (POM) 02 Baseline Assessment Memorandum, in order to increase use of advanced foods in the out years.

Coated Cooking Pans

Goal: Utilize protective coated cooking pans to reduce cleaning time.
Requirement: Increase funding to replace 10,000 cooking pans every 24 months.

Description: The use of commercial nonstick coating on Navy roasting and sheet pans will enhance the QOL and reduce workload for food service personnel by reducing the labor hours required for cleaning by 75 to 85 percent. The coating to be applied to these pans is similar to Teflon or Silverstone and decreases food buildup during cooking. Industry studies by Dupont have identified savings of 75 percent in cleaning time. Navy studies by Natick Laboratories, USS *Miami* (SSBN 741), and USS *Hartford* (SSN 768) indicate labor-hour savings of 75 to 85 percent per pan.

Approximately 10,000 pans are used daily by Navy food service operations. Studies have demonstrated average cleaning time savings of 2.5 minutes per pan. Life expectancy of the pans is estimated at 24 months. Workload savings per ship is incremental and does not sup-

port reducing on-board manning.

Benefits: Using coated cooking pans reduces cleaning time and reduces cooking time.

Implementation: There are approximately 13,500 sheet pans and 3,800 roasting pans on 294 ships and submarines, a total of over 17,000 pans. Coating of pans should be funded only for those pans that are used on a daily basis, approximately 10,000 pans. Contractors have estimated that the coating and delivery of about 10,000 pans could be accomplished in 6-9 months at a cost of less than $600,000. The life expectancy of these pans used aboard ship is estimated at 24 months.

A funding strategy to resource investment costs has been developed to implement this proposal during FY '00 and to provide support throughout FYDP. The investment cost for FY '00 is $590,000. NAVSUP will work with CNO N4's staff to identify a source of funding after mid-year review. No funding requirement exists for FY '01. NAVSUP has requested biennial funding of approximately $600,000 via a POM 02-issue paper submitted to CNO N4 to resource pan replacement in the out years.

Contractor Load Out of Stores

Goal: Replace shipboard working parties with contractors to load food.
Requirements: Provide funding and establish regional contracts in fleet areas.

Description: Contractor load out of food service storerooms will enhance afloat QOL and reduce workload requirements annually for ships in port; however, there are no financial savings associated with this proposal. Load outs are defined as moving all subsistence from the delivery vehicle into dry and refrigerated storerooms on board the ship. This proposal does not reduce manning levels since the workload is only eliminated in port.

Benefits: The primary benefit of this initiative is improved QOL through elimination of "drudge" work afloat.

Loading of material to Navy ships by contractors has already been proven to be successful on the West Coast where civilians, working for Fitting Out and Sup-

ply Support Assistance Center, currently load and offload repair parts for aircraft carriers. A logical extension of this proven concept would be the loading of subsistence afloat.

The current practice of organic working parties loading storerooms interrupts the daily routine of the ship and the work performed in individual work centers. Use of a contractor to load storerooms will eliminate these interruptions.

Implementation: Oversight of the labor contract will be centralized in order to minimize contract management cost. By awarding contracts worldwide for all fleet concentration areas. Workload estimates are based upon pallets per ship and the average time in port, by ship type. Material handling equipment, such as forklifts and cranes, will be provided by the ship or base support facilities and will be coordinated for each fleet concentration area. Stores loads will be scheduled to minimize impact on the ship (possibly early evening load outs vice midmorning load outs). Close liaison with the ship will be required for major load outs.

Policy and procedures for security, discipline, accountability, etc., will be detailed in the contract, including security

issues for nuclear powered ships/submarines. Once implementation commences, economies of scale will be sought to reduce overall cost.

A funding strategy to resource investment costs has been developed to implement this proposal during FY '00 and to provide support throughout the FYDP. The investment cost for FY '00 is $5 million to implement regional contracts in Norfolk and San Diego. An unfunded requirement of $17.6 million for fleetwide implementation exists for FY '01. NAVSUP will work with CNO N4's staff to identify sources of funding for FY '00 and '01. NAVSUP has requested funding of approximately $17.9 million per year, via a POM issue paper submitted to CNO N4, to resource contractor support in the out years.

Self-Service Serving Lines

Goal: Use self-service serving lines to reduce FSA workload.
Requirement: Funding required for serving line design modifications.

Description: The use of self-service feeding style afloat will reduce FSA workload in support of serving lines by 25 percent. The amount of time a customer waits in the serving line decreases

by approximately 75 percent. These savings are realized only during meal times. Self-service feeding style is defined as allowing Sailors to serve themselves from the serving line. Additional hot and cold food serving stations located on the mess decks provide other serving stations and reduce congestion at the main serving line. FSAs restock these stations and ensure proper sanitation is maintained increasing workload in this area; however, savings cited in this study are net of the increased workload. Since workload is reduced only during mealtimes, this proposal does not support reducing onboard manning.

Small ships have limited space for additional serving stations so this style of feeding is primarily recommended for aircraft carriers and amphibious warfare ships. Although Sailors enjoy the self-service concept with attendant, faster lines and increased variety, the self-service feeding style is a significant departure from the standard feeding paradigm currently in place. The potential exists to exceed the daily food allowance and/or degrade sanitation on the serving line; however, proper education of the crew, coupled with attentive management, has been shown to mitigate these risks.

Benefits: Studies have demonstrated the advantages of self-service feeding style include improved customer satisfaction, labor savings, and a consistently faster throughput of patrons. The amount of time Sailors spend waiting in a traditional serving line on board an aircraft carrier is 15 to 25 minutes. Use of self-service serving lines reduces waiting time by 10 to 20 minutes. Challenges associated with this proposal include required serving line design modifications and, as mentioned above, potential increase in food waste and degraded sanitation.

Implementation: Many ships can support the self-service feeding style after minor design

Photo of USS Bonhomme Richard (LHD 6) by Litton Shipbuilding

Single Ship Prototype

Initiative	Traditional	Desired State
Bulk Advanced Foods	From Scratch	Pre-Prepared Food
Centralized preparation	Multiple galleys	Consolidated
Reduced Stateroom Cleaning	FSA's Perform	Officers Perform
New Decking	Labor Intensive	No Wax/No Buff
New Galley Equipment	Outdated	Industry Standard
Self-Serve Food Lines	Cafeteria Style	Buffet Style
FSA's	4% of Crew	Outsource In Port
Contractor Load Out of Stores	Sailors Load	Contractor Loads
Coated Cooking Pans	Aluminum Pans	"Teflon"
Inv. Management	Periodic Inventories	Price Based
Individual Dinner Entrees	From Scratch	Pre-Prepared food
Bar Coding	Manual Process	Automated Process
Smart Card	Manual Records	Automated Records

changes. Design modifications on aircraft carriers require raising of countertops on the main serving line and relocating the sneeze shields at a cost of $10,000 per serving line. Plastic dome covers, costing approximately $500 per line, are required for serving pans in order to maintain sanitation standards. The cost to permanently install hot/cold serving stations in the crew mess areas is approximately $35,000. Total cost of design changes on an aircraft carrier is approximately $77,000 and approximately $56,000 for amphibious warfare ships.

NAVSUP will work with CNO N4's staff to identify $1.3 million in funding for FY '01 to implement this plan on 40 percent of CVN/L decks. NAVSUP has requested the same amount for FY '02 to implement an additional 40 percent of these decks and $.6 million in FY '03 to complete the job.

Pre-Prepared Individual Dinner Entrees

Goal: Use pre-prepared individual dinner meals in port to reduce workload.
Requirement: Increase availability of pre-prepared dinner meals from food suppliers.

Description: These meals are defined as high quality, brand name "heat and serve" meals that include an entrée and vegetables. A salad bar, fruit bar, soup dispenser and dessert bar supplement these meals. Employment of this feeding strategy during evening meals while in port reduces food service workload by 26 percent while providing an increased variety of menu options and improving nutrition.

While in port, the food service operation prepares evening meals for the duty section and crewmembers that live on board. The typical aircraft carrier feeds 350 to 400 personnel each evening and employs seven mess management specialists (MSs) and eight FSAs. This feeding strategy would cut the numbers to three MSs and four FSAs. A destroyer feeds fewer than 50 crewmembers with two MSs and five FSAs. These numbers can be cut to one each using pre-prepared meals.

Benefits: Studies have demonstrated use of pre-prepared individual dinner meals while in port provide significant labor savings while maintaining or improving variety and customer satisfaction. A typical Navy food service operation afloat commences at 5:30 a.m. and concludes at 7 p.m. Use of pre-prepared individual dinner meals allows management the flexibility to secure part of the food service operation work force at approximately 2 p.m. Workload savings per MS and FSA are approximately five hours per day.

This proposal could allow ships to shift food service personnel into normal shipboard duty sections, expanding the number of duty sections for the entire ship, but it does not support a reduction in authorized billets since full food service production must be resumed while underway.

Challenges include an increase in plastic and metal waste while pier-side.

Implementation: Subsistence prime vendors for CONUS have been provided listings of candidate pre-prepared individual dinner meals and are incorporating these items into the food service catalogs. Routine pier-side deliveries will eliminate concern over limited refrigerated storage space. Prior to entering port, ships will place an order for pre-prepared meals. These items will be delivered to the ship at whatever frequency the ship identifies and will be consumed while in port and discontinued once the ship is underway. Though financial constraints exist, each ship testing this feeding strategy has successfully operated within the allotted BDFA. Some ships have elected to use consumable flatware and dinnerware for the evening meal, resulting in reduced scullery operations. Costs associated with the use of disposable trays, serving dispensers, plates, and cups are estimated to be $0.15 per person per day. Though this cost is approximately $7 for a destroyer and $55 for an aircraft carrier for each day in port, it is offset by some degree by decreased costs in scullery operations.

Reduced Stateroom Cleaning

Goal: Reduce FSA workload.
Requirement: Paradigm shift for maintaining Officers' Country.

Description: There is no reduction or elimination of workload by transferring stateroom cleaning from junior enlisted FSAs to junior officers (paygrade 04 and below). Though improving QOL and morale for a limited number of FSAs, morale for most junior officers afloat may not be positively impacted. There are no investment costs for this proposal.

Benefits: Reduced workload by transferring stateroom cleaning to junior officers will decrease FSA "drudge" work. FSAs currently cleaning junior officer staterooms could be assigned other functions or be returned to their parent division.

Implementation: Stateroom cleaning includes wiping/cleaning stateroom washbowls, dusting, sweeping/mopping decks, and removing trash by FSAs under the supervision of a senior enlisted MS. Less than one hour per week would be required by each junior officer to clean his or her stateroom. Senior officer staterooms, common heads, and passageways would still be maintained by FSAs. The QOL, workload, and savings impact of this proposal was reviewed for 177 active ships. Submarines, minehunters, minesweepers, and several other small ship types were excluded from this study due to the limited size of their wardrooms.

Approximately 13,100 officers, paygrade 0-4 and below, would be impacted. Implementation requires a policy and paradigm change in Navy.

Low Maintenance Decking

Goal: Reduce deck maintenance workload afloat.
Requirement: NAVSEA/Type Commanders (TYCOMs) accelerate low maintenance decking installation.

Description: Aggressive installation of this decking material by NAVSEA and TYCOMs could maximize workload savings and improve QOL. NAVSEA is the program manager for decking. TYCOMs prioritize decking installation based upon

the ship's availability schedule and funding. There is no formal plan in place to convert from traditional vinyl tile to low-maintenance decking for the entire fleet. This proposal reinforces what was already surmised, installation of low-maintenance decking is a smart business decision.

Installation of low-maintenance decking in dry spaces will enhance Quality of Life and reduce workload afloat by up to 78 percent (per NAVSEA projections). Workload savings per ship is incremental and does not support reducing on board manning. Low-maintenance decking is defined as any nonwaxing/nonbuffing decking material that is NAVSEA approved for shipboard use. For purposes of this review a comparison of traditional vinyl tile and cosmetic polymeric (commonly referred to as PRC) was made to recently installed Stratica decking. Stratica tile has proven successful in NAVSEA-controlled shipboard testing and reduces workload approximately 66 percent. A total of 37,800 square feet of Stratica decking is currently installed on 10 Navy ships.

Benefits: Deck maintenance - sweeping, swabbing, stripping, and waxing - is one of the most significant workload drivers afloat. Typically, the food service operation is responsible for the largest square footage of decking on a ship. Studies have demonstrated installation of low-maintenance decking such as Stratica provides significant labor savings, increases life expectancy of decking material, and reduces total ownership costs. Swabbing, stripping, waxing, and periodic resealing (required for PRC decking) are eliminated. Life expectancy for Stratica is 10 years, five years for vinyl, and 10 years for PRC (with resealing every six months). Total ownership cost of Stratica decking is 66 percent less than vinyl decking and eight percent less than PRC, over its life span.

Implementation: Availability funds are transferred from resource sponsors, through the chain of command, to TYCOMs who liaison with individual ships for requirements. Commanding officers decide the amount of decking to be replaced and the type of decking to be utilized. Vinyl tile installation cost is $6.25

per square foot. Stratica installation cost is $7 per square foot. Although Stratica decking provides the lowest total ownership cost (66 percent less than vinyl tile over 10 years), many commands elect to install vinyl tile because the initial installation cost of vinyl tile is less than Stratica. Stratica's overall savings result from reduced workload, however, some commands still view Sailor labor as free and elect the vinyl tile in an effort to stretch available funds. Decisions, at the TYCOMs and commanding officer level, to install only labor saving decking materials will improve QOL and reduce afloat workload.

New Galley Equipment

Goal: Reduce food service equipment total ownership cost.
Requirement: NAVSEA/TYCOMs accelerate new galley equipment installation.

Description: Aggressive installation of this equipment by the program executive offices and TYCOMs should be encouraged in order to maximize savings and improve the QOL for Sailors. Workload savings per ship is incremental and does not support reducing on-board manning.

Program executive offices (PEOs) are responsible for funding the installation of this equipment. TYCOMs prioritize equipment installation based upon service life remaining on existing equipment and available funds. There is no formal plan in place to convert from traditional food service equipment to advanced food service equipment for the entire fleet.

Benefits: A complete change out of traditional food service equipment during availabilities could provide workload savings, reduced total ownership cost, and improve the QOL for the MSs and FSAs by reducing workload and providing the newest in cooking technologies. The Sailor also benefits by improved food quality. This study reinforces what was already surmised, that installation of advanced food service equipment is a smart business decision.

Laboratory studies and field tests have demonstrated labor and operational savings derived from use of advanced food service equipment that include: 1)

reduced cleaning times, 2) reduced maintenance workload, 3) reduced cooking times, 4) higher cooking yields, and 5) improved product quality. In most cases, the multifunctional nature of the advanced equipment allows replacement of multiple pieces of traditional equipment with a lesser number of pieces of advanced food service equipment.

Implementation: Originally, advanced food service equipment was identified for proof of concept and demonstration testing by NAVSEA's Affordability Through Commonality (ATC) Program (PMS512). As an RDT&E program now under PEO DD-21, PMS512 identifies technologies and concepts that have cross-Navy applicability and reduce costs. The combination convection oven/steamer, skittle, clamshell griddle, powdered-condiment dispenser and deep fat fryers with integral filtering are examples of this type of equipment. Most pieces of advanced food service equipment have been tested on board surface ships only; however, development is underway of a combination oven that will fit through a submarine hatch for installation. Although some of these pieces of equipment represent a higher acquisition cost, life-cycle savings, based on labor, operations and maintenance costs, result when compared to traditional equipment.

Combination Oven: The "combination" oven can bake with dry heat, cook with steam, or bake with dry heat and steam and can function as two high-pressure steamers with exhaust hood and one standard double convection oven. Additionally, new cooking technology allows most foods that were previously cooked in the deep fat fryer to be oven-baked, creating significant cost savings while improving safety and nutrition. Improved designs of the hatchable combination oven have been placed aboard USS *Rentz* (FFG 46), USS *John C. Stennis*, USS *Constellation* (CV 64), USS *Supply* (AOE 6), USS *Rainier*, USS *Arctic* (AOE 8), USS *John F. Kennedy* (CV 67), USS *Vicksburg* (CG 69), and USS *Decatur* (DDG 73).

Combination oven savings include:
• Increased product yield – 30 percent

more using standard roast beef test
• Decreased cooking time – 30 percent less using standard roast beef test
• Decreased cleaning time – 50-60 percent less than standard cleaning time (Convection oven: 30 minutes/day cleaning for spills plus two hours/month deep cleaning vs. Combination oven: 15 minutes/day for spills plus one hour/month for deep cleaning)
• Capital investment savings – can replace two high-pressure steamers with exhaust hood and one standard double convection oven

Skittle: The skittle can steam, grill or hold hot food as it functions as a high-pressure steamer, one griddle or one hot holding cabinet. One commercial skittle was installed on board USS *Constellation* in July 1998 and Natick Laboratory's anticipated results pertaining to its versatility, ease of cleaning, and efficient cooking were confirmed. Subsequent to initial testing, the skittle has been installed on board USS *John C. Stennis* and USS *Rainier*.
Skittle savings include: Capital investment savings – can replace pressure steamers, griddles, and hot holding cabinets, and reduce exhaust hood requirements.

Clamshell Griddle: The clamshell griddle was selected for testing due to its demonstrated speed of cooking as it cooks from top and bottom simultaneously. One six-foot clamshell grill replaces two six-foot standard griddles. One commercial clamshell griddle was installed on board USS *Dwight D. Eisenhower* (CVN 69) in May 1998 and Natick Laboratory's anticipated results pertaining to reduced cooking times were confirmed. Subsequent to initial testing, the clamshell griddle has been installed on USS *Bridge* (AOE 10), USS *Rainier*, and USS *John C. Stennis*.
Clamshell griddle savings include:
• Decreased cooking time – 50-70 percent less using a standard meat cooking test (4 oz. hamburger cooking to internal temp of 160 degrees)
• Decreased workload – reduces workload by 50 percent

• Capital investment savings – reduces griddle/exhaust hoods by 50 percent
Testing Underway: Other pieces of equipment undergoing testing include the powdered-condiment dispenser and deep fat fryers with integral filtering system. Shipboard installation and testing is still required to validate anticipated savings and "seaworthiness."

Traditional food service equipment can be replaced incrementally or all at once, depending upon funding and the ship's availability schedule. In the past, the limited installation of advanced food service equipment was managed by NAVSEA as part of the ATC Program. The current implementation strategy used by some TYCOMs calls for replacement of traditional food service equipment as it nears the end of its service life. OPNAV-N41 is building a team with fleet, NAVSEA and NAVSUP participation to develop an implementation strategy that will ensure design changes are developed for equipment upgrades during platform availabilities.
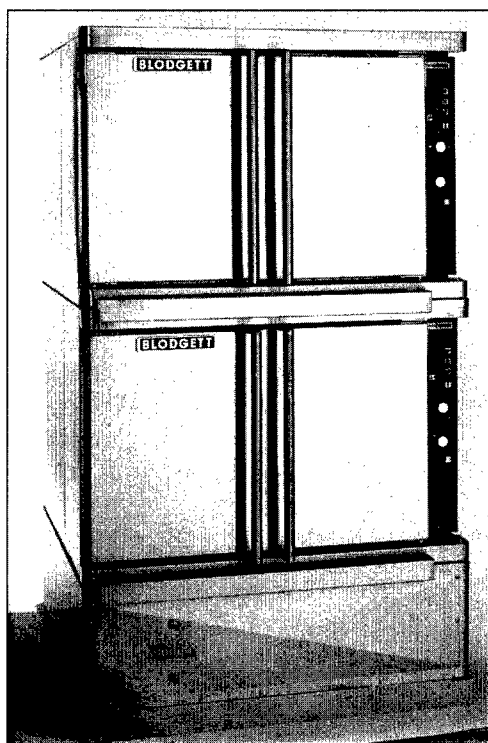
The Combination Oven, above, can function as two high-pressure steamers with exhaust hood and one standard double convection oven and has been installed on several ships to date.

Engineering Change Proposal 0039 identifies required design changes for *Nimitz* class CVNs. A SHIPALT on board USS *Tarawa* was developed in order to install advanced food service equipment as part of the Single Ship Prototype. Preliminary design studies for DDGs and LPD-17 have been performed by various shipyards. New construction ships are being encouraged to incorporate advanced food service equipment into the baseline design.
In Summary...
The eight proposals cited above represent the initial set of reengineering initiatives provided for Under Secretary of the Navy review. Approved proposals will be formally announced and will form the cornerstone of our near-term reengineering efforts. Based on the results of business case analyses for the remaining five initiatives to be executed on USS *Tarawa*, a second group of reengineering proposals may emerge. The bottom line is that Navy Food Service continues to be a dynamic and evolving Quality of Life driver that impacts every Sailor, every day. The cooperative efforts of the fleet, NAVSUP and NAVSEA will continue to move afloat food service forward at a rapid pace.   ⚓

CDR Frank Lindell is the Director of Navy Food Service, providing policy and guidance to over 400 afloat and ashore galleys. A graduate of the Naval Postgraduate School and the University of Rhode Island, his previous afloat tours include Supply Officer, USS Connole (FF 056) and USS Estocin (FFG 15); and stock control officer and services officer aboard USS Wasp (LHD 1). Shore tours include Commander in Chief, U.S. Pacific Fleet, Pearl Harbor, Hawaii; Ships Parts Control Center, Mechanicsburg, Pa.; PRECOMMUNIT Wasp, Pascagoula, Miss.; and Executive Officer of Readiness Support Group, Newport, R.I.

The Conference of Logistics Directors
Overcoming the Barriers to Logistics Transformation

By Commander David F. Baucom, SC, USN
  Acquisition/Logistician Action Officer, The Joint Staff (J-4)

Warfighter confidence is critical in the 21st century and requires the world's best logistics capabilities. Oftentimes, the Department of Defense's organizational barriers preclude smart business decisions from being implemented effectively. This article discusses the Joint Staff's efforts to bridge these barriers, ensuring successful *logistics transformation* throughout the department.

Each year, the Joint Staff's Director for Logistics (J-4) hosts the Conference of Logistics Directors (COLD). This conference is a gathering of our most senior logistics leaders to discuss key issues and shape the future for supporting our war fighters. Attendees include the Deputy Under Secretary for Defense (Logistics); the logistics directors from each of the unified/specified commands, the senior logisticians from each of the services; the Director, Defense Logistics Agency (DLA); and the Joint Staff (J-4). The theme for COLD '00 was "Focused Logistics: Transforming Information Technology to Accelerate Our Vision."

Overview

After action reports from recent operations reaffirm the continued need to improve our logistics systems. We can no longer afford logistics problems such as backlogs of supplies at air and water ports, duplicate orders, unnecessary shipments, and inefficient intratheater movements. These lessons learned from past operations demand a logistics transfor-

mation based upon an increased awareness of our war-fighters' requirements while incorporating best commercial practices and leveraging emerging technologies.

The COLD provides an annual opportunity for our most senior logistics leaders to develop consensus on these joint logistics issues while allowing for an active interchange of requirements, strategies and tactics between the Joint Staff, commander in chiefs, services, and combat support agencies. This conference also offers the opportunity for our senior leaders to focus on visionary end states and the milestones required to meet those visions in the future.

Another beneficial aspect of the COLD is an indirect one. Because the conference is primarily held at an off-site location, the COLD reinforces logistics teamwork and assists in integrating new leaders each year. This opportunity provides a frame of reference for our senior logistics leaders, which is invaluable for future operations and decision-making considerations.
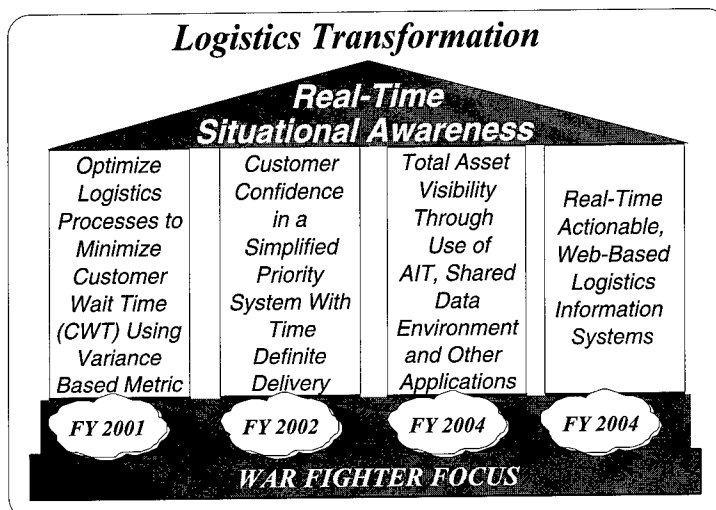
Conference Presentations and Discussions

The COLD '00 was held Nov. 1-3, 1999. Army Gen. Hugh Shelton, Chairman, Joint Chiefs of Staff, welcomed the attendees and emphasized the importance of logistics in America's past military operations while challenging the attendees to transform logistics processes to ensure future successes. In particular, the chairman challenged the group to make "Focused Logistics a reality and an essential enabler of Joint Vision 2010."

Presentations by each of the Joint Staff Directors followed the Chairman's keynote address. Follow-on briefings and discussions captured the Focused Logistics and Information Technology theme of the conference. Demonstrations on the Global Combat Support System/Common Operating Picture (GCSS/COP) and the 72-hour Time Phased Force Deployment Data (TPFDD)/Transportation Coordinator's Automated Information for Movement System (TC-AIMS)/Joint Force Requirements Generator (JFRG) were presented. Of special interest for the conference were discussions about the Department of Defense Logistics (LOG) 2010/IT Architecture for Logistics Transformation. These briefings particularly demonstrated that DoD is preparing for the challenge of fielding integrated logistics architecture consistent with the operational requirements of Joint Vision 2010.

Other current issues discussed in-

Logistics Transformation

Real-Time Situational Awareness

Optimize Logistics Processes to Minimize Customer Wait Time (CWT) Using Variance Based Metric	Customer Confidence in a Simplified Priority System With Time Definite Delivery	Total Asset Visibility Through Use of AIT, Shared Data Environment and Other Applications	Real-Time Actionable, Web-Based Logistics Information Systems
FY 2001	FY 2002	FY 2004	FY 2004

WAR FIGHTER FOCUS

cluded expeditionary site planning (ESP), smart card technology updates, *Foal Eagle* '99, customer wait time (CWT) initiatives, and automatic identification technology (AIT) initiatives by various CINCs. Additional presentations included the Joint Logistics Warfighting Initiative (JLWI), Joint Total Asset Visibility (JTAV), and Housing/Exercise Related Construction (ERC)/Real Property Maintenance (RPM) issues.

Focus for the COLD '00

The Joint Chiefs of Staff anticipate the threats of the 21st century will create a vastly different battlefield than previously encountered: highly mobile, dispersed forces will engage throughout an area of operation. To support the warfighters' needs for mobility and sustainment, the department is transforming its massive logistics system to a highly agile and reliable system that delivers logistics "on demand." A key element of this transformation is replacing our multiple-echelon infrastructure with rapid, affordable transportation and information. This information will enable effective and efficient support of our national strategy.

In charting the course for logistics transformation, this year's COLD springboarded upon promising initiatives already underway in the military departments and the Defense Logistics Agency and accelerated the adoption of best practices. The conference's initiatives were to leverage technology to optimize logistics processes while minimizing disruptions to the war fighter.

The COLD '00 followed closely behind the first held Focused Logistics Wargame (FLOW '99). This war game was a six-month flag, general officer, and Senior Executive Service-level effort involving the Joint Staff, military departments, the Defense Logistics Agency, and war-fighting CINCs, and culminated in a one-week war game hosted by the Navy in Newport, R.I. The war fighting deficiencies determined during this extensive effort became the building blocks for the initiatives developed during this year's COLD.

During the COLD '00, the attendees agreed on four focus areas for logistics

transformation. The first focus is to eliminate averages as a way of measurement and pursue "customer wait time" as the DoD standard for performance by 2001. Customer wait time measures end-to-end from the time the user identifies a requirement until that requirement is satisfied. By using "variance-based metrics," we can focus on each step of the process within the acquisition, requisitioning, and distribution stages in meeting user requirements by measuring to different standard deviations, or "confidence levels." (We have elected to measure at the 50th, 75th and 95th percentiles.) With this method and means of measurement, the department can focus on reengineering processes to optimize support to the war fighter and ultimately reduce CWT.

The second initiative developed during the COLD '00 is to establish a time definite delivery capability by 2002 that guarantees delivery of an item to the war fighter within the required delivery date to a 95 percent confidence level.

The third focus area is to continue pursuing the fielding of AIT technology and automated information systems. This includes all levels and nodes of the distribution and supply chain in a shared-data environment providing total asset visibility by 2004.

The fourth and final focus area is to achieve a real-time, actionable, web-based logistics information environment by the end of 2004. This ability, coupled with the department's process reengineering efforts, will not only link service logistics information systems but will also ensure our DoD linkage and relevance with industry as the department continues to pursue logistics outsourcing. This combining of military and industry logistics information will provide the war fighter with real-time logistics visibility across the battlespace.

As Gen. Shelton stated during his keynote address, "We have to transform information technology, not let it control us. We need our logistics systems to be easy to use, automatic, interoperable, and transparent to the war fighter." This year's COLD reinforced that the department's leadership is committed to

provide the Joint Task Force Commander real-time logistics situational awareness.

Conclusion

The COLD '00 developed a joint logistics consensus on how to transform information technology to improve our responsiveness to the war fighter. As a result of this conference, the Joint Staff will advocate four major issues or "pillars" for inclusion into the Defense Planning Guidance for Logistics Transformation. First, DoD must change the way it measures success – transitioning from average-based measurements towards variance-based measurements. Second, time definite delivery must become our standard. Third, we must use AIT and other applications to achieve total asset visibility. Lastly, our war fighters must have real-time logistics information systems in a web-based environment.

Attendees expressed confidence that the COLD '00 provided the necessary thrust to facilitate logistics transformation throughout the department, ensuring our war fighters continue to receive the world-class logistical support they deserve. The COLD '01 is scheduled Dec. 2-6, 2000, as our journey towards logistics transformation continues. ⚓

CDR Dave Baucom's prior assignments include Director, Customer Support Department, and Director, Far East Contracts Department at Fleet and Industrial Supply Center Yokosuka, Japan; Lieutenant Sea/Overseas Detailer and Career Counselor in the Office of Supply Corps Personnel; Stock Control Officer, USS Theodore Roosevelt (CVN 71); and, Supply Officer, USS Edward McDonnell (FF 1043). In his current assignment with the Joint Staff Logistics Directorate he is responsible for execution of policy and doctrine with regard to contractors in the theater, executive agency, contingency contracting, industrial preparedness, and the establishment of the forward operating locations throughout Central America and South America in support of the National Drug Control Strategy.

InforM-21...
Business Technology for the New Millennium

By Lieutenant Commander Glenn R. Cook, SC, USN
  InforM-21 Project Officer, Navy Fleet Material Support Office

After reading the Integrated Data Environment (IDE) article in the November/December issue of the Supply Corps Newsletter, we were sure that you were ready for more. As supply professionals, we are acutely aware of the importance of information and the role it plays in helping us make better decisions faster. This article continues our discussion of how we are using the IDE to create a seamless logistic environment for the 21st century.

The IDE is a Naval Supply Systems Command initiative to help the claimancy get its hands around its data. As we implement our new Strategic Plan, it is critical that the data sources we use and maintain provide the infrastructure for the business needs of the claimancy. Currently, that data is scattered across many

different sources, in numerous database structures, creating a complex, disparate environment that is difficult to access and maintain.

The November/December article described the following major components of the Integrated Data Environment and depicted their relationship using the Figure 1 graphic:
- Data Model
- Accessing Disparate Databases
- On Line Transaction Processing (OLTP)
- Data Warehouse/On Line Analytical Processing (OLAP)
- A Message Brokering Capability

This article focuses on the initiative known as InforM-21 (Information Management for the 21st Century) that addresses the Data Warehousing/OLAP

portion of the IDE, noted by the shaded portion of Figure 1.

What is a data warehouse?

A data warehouse is the part of an information systems architecture that provides the foundation for analysis capabilities. In any business endeavor there are several parts to the collection and dis-
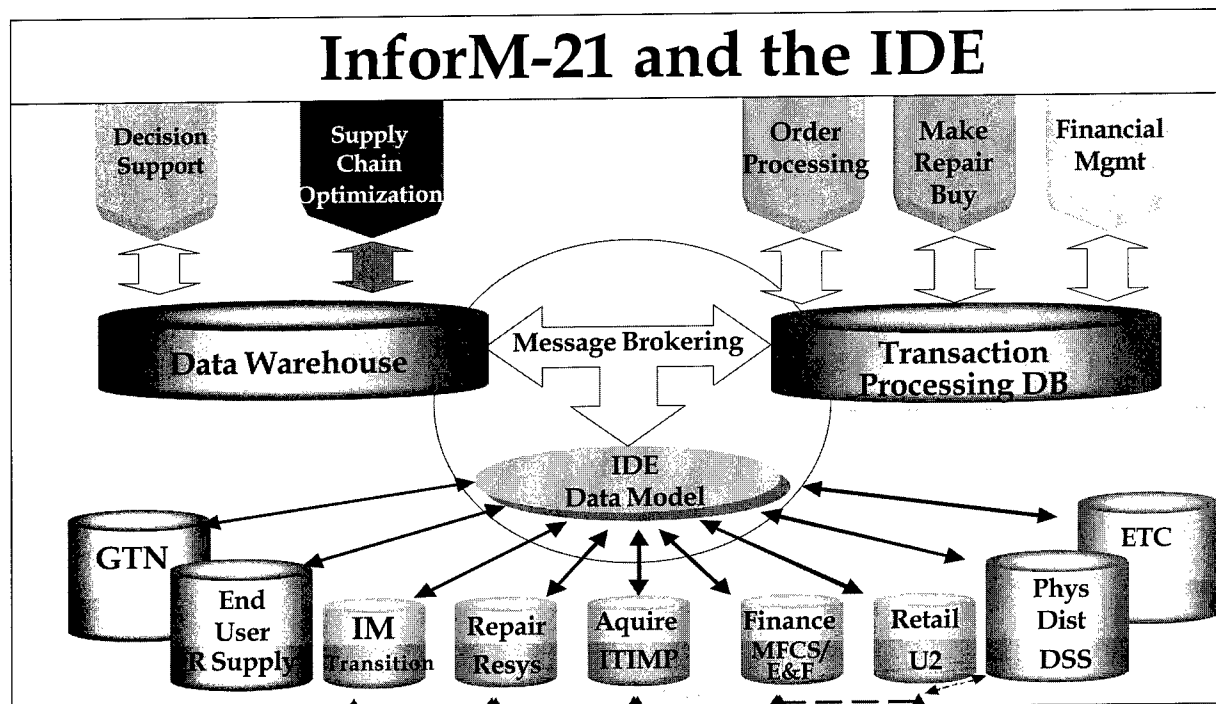

InforM-21 and the IDE

Figure 1

...Leading Logistics Provider Chooses a Data Warehousing Approach

A leading logistics provider specializing in the implementation of integrated supply chain solutions was looking to improve the performance and profitability of its core business. In order to meet rising customer expectations, they needed real-time communication between applications as well as real-time data collection and reporting capabilities.

This enterprise was working in an environment where different applications were running on different platforms using different databases. By using the transaction processing systems for management reporting functions they were suboptimizing system performance and creating a very complex interface problem.

By using replicated data from multiple transactional systems in a data warehouse they created an integrated enterprisewide information system for end-user query and analysis that also enabled visibility of the entire supply chain. As a result of this initiative, five people who previously concentrated on report creation are now able to concentrate on the maintenance of the transactional systems. Additionally, it has reduced their overall operating expenses by 15 percent. The warehouse returned benefits within 60 days of implementation, and there are current plans to roll it out to 50 branch locations within North America.

semination of information. Generally, data is processed through the use of application programs and stored in transaction processing databases. These databases are structured and tuned to provide fast and efficient collection of data, but they are inherently inefficient at extracting data. That's where the data warehouse comes into play. The data warehouse provides data that is readily accessible for analysis through a structure that permits large-scale manipulation of data and output in report format.

A key feature of a data warehouse is its ability to collect and aggregate data from multiple sources. In the NAVSUP environment we process data through many different systems such as the Uniform Inventory Control Point (UICP), Uniform Automated Data Processing System (UADPS U2), Material Financial Control System (MFCS), Advance Traceability And Control (ATAC), etc. Each of these systems serves a distinct purpose and maintains a database or databases supporting only these systems. The data

warehouse architecture allows us to aggregate and combine data across functional stovepipes for analysis on an enterprise level.

Once data has been identified in disparate sources it must be validated and scrubbed before it can be "trusted." This data quality review process ensures the data elements meet the field length and data type requirements. It also validates for duplicate records and uniqueness of "key" information. This process can be long and tedious, but it is necessary to ensure that the data warehouse meets users' accuracy expectations.

What can a data warehouse do for NAVSUP?

A data warehouse is an environment that can provide information to NAVSUP and customer end users in a format that facilitates their business processes. The InforM-21 Project data warehouse contains integrated UICP data from both Mechanicsburg and Philadelphia in a clean and highly structured format. In the near future, the data warehouse will

also integrate data that directly supports the FISCs, as well as external data required by the claimancy. The data warehouse is pure data, with all of the business process aggregations and calculations removed. This allows the end user to access and report information in a manner best suited to their situation. The analytical tools that users employ are Commercial Off-The-Shelf (COTS) products, tailored to the NAVSUP environment and adaptable to any environment.

You may equate a data warehouse with a COTS front-end query tool to a fishing trip. When you decide to go saltwater fishing, you may have a general idea of what you want to catch. You know that you are going for saltwater fish. You have an idea of the size fish you expect to catch, but you don't exactly know what variety of fish or how many you will bring home. In preparation for this trip you bring along the appropriate rod and reel, hooks, lures, and bait ... the basics for your fishing trip.

When looking for information in a data

warehouse, you know the general types of info you are looking for (inventory, financial, etc.) and choose an appropriate tool to extract that type of data. The size of the "query" may vary, depending upon whether you need info about one specific transaction or an annual financial summary report. You didn't need a special rod and reel for every type of fish you expected to catch. Similarly, when seeking information in a data warehouse, one tool properly configured (baited) may suffice for many different queries. Then why are there different query tools? For the same reason you can't catch a great white shark with a "10-pound test line." Some situations are more complex than others and require more horsepower. Online analytical processing (OLAP) tools are the deep-sea fishing rods in a data warehouse. They have the strength and flexibility to go deep into a murky environment and emerge with the correct information formatted in a manner that can be readily evaluated by the decision maker.

As logisticians we are challenged to use seemingly overwhelming amounts of data, sort through it, and extract information needed to make good decisions. A flexible, adaptable and scalable data warehouse will help us meet this challenge. NAVSUP is reviewing and changing its business practices. Even if a business practice does change, the data foundation of that practice may not change. By having the data warehouse in place, NAVSUP will have greater flexibility to change its processes without disrupting operations. **As a transition foundation, a data warehouse is essential.**

The technical aspects of this project, while complex and precise, are firmly rooted in proven commercial practices. One of the basic tenets of the InforM-21 Project is to exclusively use COTS products. To ensure that future efforts in data brokering between Department of Defense activities can be achieved, these products must meet the requirements of the Defense Information Infrastructure Common Operating Environment/Standard Operating Environment (DII COE/SOE).

Over the next couple of years, the InforM-21 Project will capture the data from many disparate systems to create an integrated repository of data for the overall NAVSUP claimancy. While NAVSUP-controlled data is important, external sources will also add business value to the end users. Currently, we are investigating the use of DLA-sourced data to support an Advanced Planning System (APS) initiative within the NAVICP. Moving forward with new data sources and creating business value along the way is the guiding direction of the InforM-21 Project. This direction will offer NAVSUP the flexibility to change business processes and migrate its systems in an orderly and efficient manner.   ⚓

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...*Financial Management Problems Solved through Data Warehousing*

A large aviation services corporation that provides a myriad of services to both industry and government needed a better approach to financial management analysis and reporting. Within this business, each project was a separate profit and loss center that created an extremely complex system of aligning current costs to monthly projections. Their information systems were transaction based, which allowed for very structured, static, aggregated financial reporting. In order to better manage the business, management needed more flexible reporting and detail below the gross financial level.

Although transaction-processing systems are designed for efficient data entry, they are inherently inefficient in data extraction. This aviation services company chose a data warehouse solution to ease the financial-reporting burden. A data warehouse, by its inherent structure, is designed for decision support and efficient extraction and analysis of information.

As a result of this implementation, the company could now quickly and easily trend cost and revenue figures for each project, over all aspects of time, from a single application. This allowed for real-time projections of project performance that led to better estimating of future bids. Additionally, income statement production was reduced from over three hours to only 15 minutes. In this environment, a data warehouse has proven to be a valuable tool that has made the company more profitable, responsive, and competitive in its market.

MTMCTEA: A Unique Experience in Joint Logistics for Supply Corps Officers at the MTMC
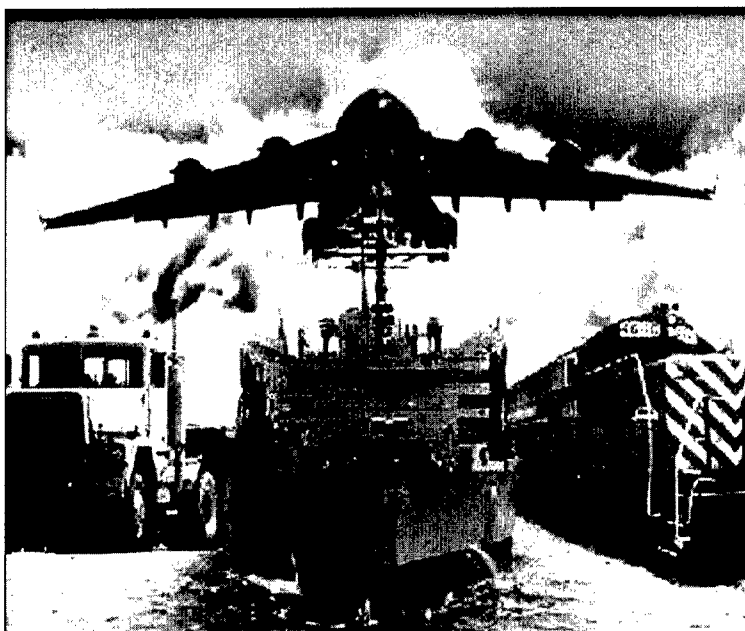
By Lieutenant Commander Steven D. MacDonald, SC, USN
Military Traffic Management Command Transportation Engineering Agency

Military Traffic Management Command is the Department of Defense worldwide single manager for military traffic, land transportation, and common-user ocean terminals. MTMC's goal is to provide responsive traffic management, transportation engineering, and terminal services that result in the movement of units, personnel and materiel when and where needed.

MTMC's Transportation Engineering Agency is a major subordinate command of MTMC. TEA executes MTMC's core competency mission of providing deployability-engineering services to Department of Defense. This includes supporting U.S. Transportation Command and the Army with their transportation engineering responsibilities as set forth in DoDINST 4510.11 (http://web7.whs.osd.mil/pdf3/d451011(10-2-95)/d451011.pdf). These responsibilities are typically met in the form of research and analysis, program management, new transportation technology identification and analysis, and information technology development.

The slide Global Defense Transportation Engineering graphic on Page 36 highlights many of MTMCTEA's transportation-engineering and deployment mission areas, which are global and joint in nature.

Whether supporting a commander in chief's theater exercise in Korea, providing infrastructure studies in Europe for a Kosovo deployment, or analyzing deployment challenges during a deliberate planning conference, MTMCTEA is engaged with the war fighter globally.

The Navy's presence within MTMC comes from the 15 Supply Corps billets

maintained across the command. Of these, one 0-4 billet resides at MTMCTEA. The Supply Corps officer at MTMCTEA is primarily involved with operations research analysis on the various types of deployment and transportation engineering challenges facing today's power projection forces. Positioned in the Deployability Division, the Navy Supply Corps officer is responsible for providing exercise and real-world deployment support in the form of transportation engineering and deployment operations consulting; force projection and operations planning; new or future lift asset analysis; and execution to the CINCs, Joint Staffs, and services of DoD. Some of the recent efforts include:

- Providing the Joint Staff and Office of the Secretary of Defense with Continental United States (CONUS) and theater analytical support for the Mobility Requirements Study (MRS-05). MRS-05 is a programmatic requirements study that is the follow-on analysis to the Bottom up Review.
- Providing analytical expertise necessary to develop and refine operations planning during the Time Phase Force Deploy-

ment Data (TPFDD) refinement/plans conferences at USTRANSCOM.
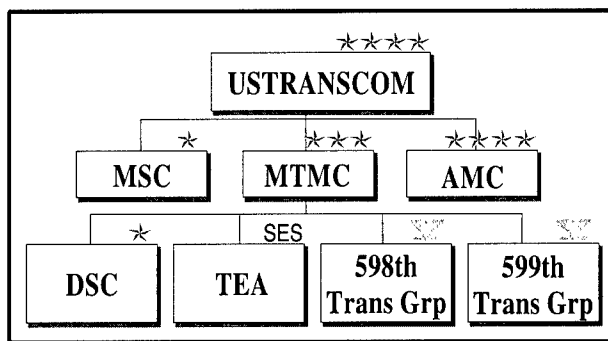
• Deploying to South Korea a number of times to:

  • Provide United States Forces, Korea (USFK) with planning and analysis support for the theater CINCs' OPLAN.

  • Providing operational experience at the Combined Sealift Coordination Command (CSCC), Pusan, South Korea, during USFK theater exercises such as *ULCHI Focus Lens* and reception, staging, onward movement, and integration (RSO&I).

A great deal of the analysis support provided by MTMCTEA is based upon modeling and simulation. The analysts and engineers at TEA develop and use a number of analytical tools to execute their deployability-engineering mission. MTMCTEA models such as the Enhanced Logistics Intratheater Support Tool and Port Simulation are used with other tools such as USTRANSCOM's Joint Flow and Analysis System for Transportation (JFAST) in a number of challenging projects, including deliberate planning and the evaluation of an OPLAN's transportation feasibility, force modernization studies such as Army After Next, and programmatic studies such as the MRS-05 mentioned previously. TEA is also a reference and data authority on many transportabil-
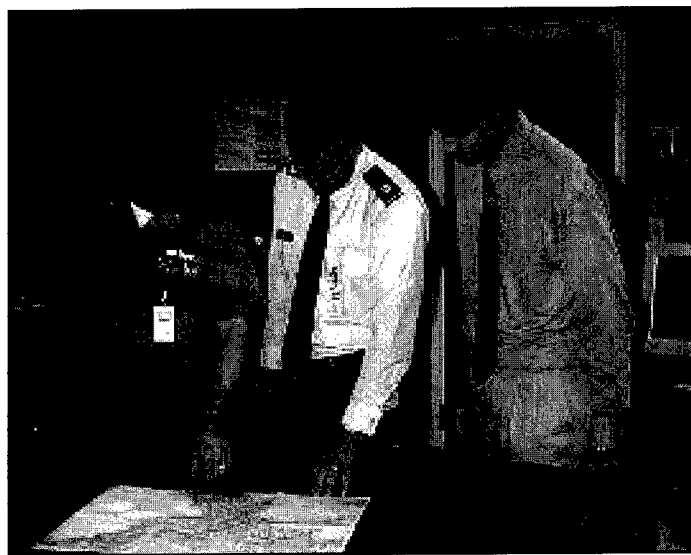
LCDR Steven MacDonald; Maj. John Keeter from the Army's Training & Doctrine Command's Analysis Center at Fort Leavenworth, Kan.; and Darryl Hampton, MTMCTEA engineer, work on a mobility analysis identifying infrastructure vulnerabilities for an Operations Planning Order.
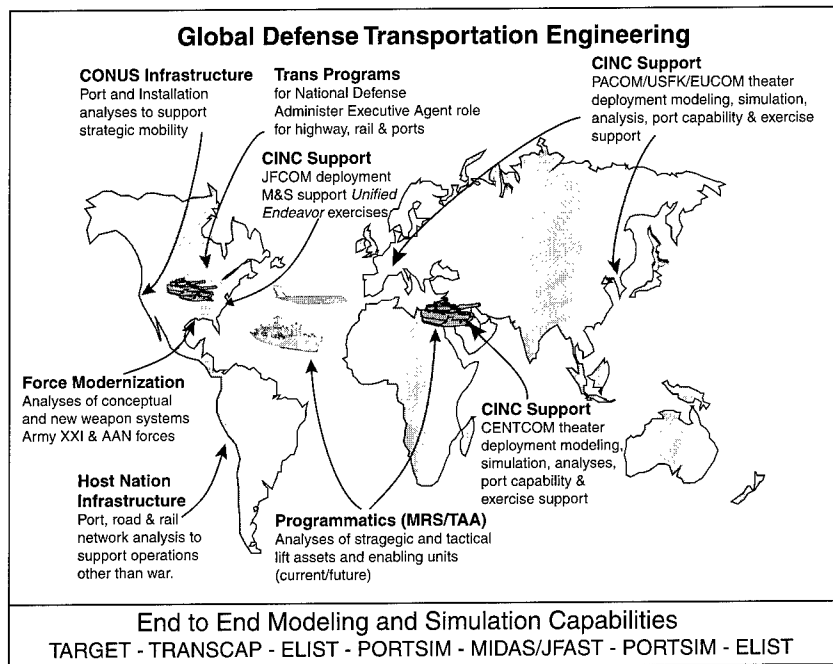
ity issues. Much of this information is available online at www.tea.army.mil.

Analysts from TEA regularly deploy to support the war fighter's deployment planning and analysis efforts. For example, TEA provided mobility and infra-

structure analysis for the recent Kosovo operations. TEA is currently working OPLAN analyses for Army Central Command, USFK, and European Command (EUCOM).

A tour at MTMCTEA provides the opportunity for a wide-ranging and varied experience in many areas of Joint Logistics. From deliberate planning, modeling and simulation of mobility plans to policy-level transportation issues, MTMCTEA is an exciting and rewarding tour for Navy Supply Corps officers. ⚓

LCDR Steve MacDonald is currently completing his joint tour at MTMCTEA. He will transfer to the Naval Sea Systems Command in the spring. He is a JSO candidate with a number of qualifications, including P-codes for Inventory Systems Management, Transportation Logistics and Material as well as Additional Qualification Designators in Transportation Policy, Operations Research, and in the Acquisition Professional Community. Previous assignments include the Naval Postgraduate School in Monterey; Supply Officer, USS Pensacola (LSD 38); Director for Transportation and Shipping at NSC/FISC Charleston; Officer in Charge of Personnel Support Detachment Charleston; and Assistant Supply Officer, USS Joseph Hewes (FF 1078).

Global Defense Transportation Engineering

CONUS Infrastructure
Port and Installation analyses to support strategic mobility

Trans Programs
for National Defense
Administer Executive Agent role
for highway, rail & ports

CINC Support
JFCOM deployment
M&S support *Unified Endeavor* exercises

CINC Support
PACOM/USFK/EUCOM theater deployment modeling, simulation, analysis, port capability & exercise support

Force Modernization
Analyses of conceptual and new weapon systems
Army XXI & AAN forces

CINC Support
CENTCOM theater deployment modeling, simulation, analyses, port capability & exercise support

Host Nation Infrastructure
Port, road & rail network analysis to support operations other than war.

Programmatics (MRS/TAA)
Analyses of stragegic and tactical lift assets and enabling units (current/future)

End to End Modeling and Simulation Capabilities
TARGET - TRANSCAP - ELIST - PORTSIM - MIDAS/JFAST - PORTSIM - ELIST

Highlights of the many transportation engineering and deployment mission areas of MTMC's Transportation Engineering Agency.

FISC Norfolk Opens State-of-the-Art SERVMART

By Captain Alan S. Thompson, SC, USN
Commanding Officer, Fleet and Industrial Supply Center Norfolk

For the last four years, Norfolk SERVMART support was provided by Government Services Agency through a single walk-in retail store located at Naval Station Norfolk. GSA was brought into the SERVMART when BP 28 funding was insufficient to allow continued Navy operation of the SERVMART. GSA financed the inventory and subcontracted to the Virginia Industries for the Blind (VIB) for labor to operate the retail store. Due to a limited range of inventory, sales declined from approximately $20 million annually when Navy ran the SERVMART to less than $8 million annually in the last year of GSA operations.

In August 1999, FISC brought EG&G Logistics, Inc. of Manassas, Va., on board to serve as a "logistics integrator" and third party logistics provider (3PL) to stand up a substantially improved regional SERVMART and, even more significantly, a robust business-to-business e-commerce capability. EG&G's business model includes forming alliances with a number of local and nationally recognized suppliers including W. W. Grainger Inc., Office Depot, Kipper Tools, Adams Burch, Franklin Covey, Birsch

The Naval Station Norfolk SERVMART stocks 12,000 line items, with thousands more nonstock items available for special order through the SERVMART customer service office.

Industries, Inc., Rayco Supply, ECOLAB, and Allied Enterprises Corp. The current in-store inventory includes more than 12,000 line items, with thousands more nonstock items available for special order through the SERVMART customer service office. SERVMART December sales more than doubled between '98 and '99. EG&G's long term goal is to provide "service to the fleet" in any area that can be supported by a walk-in or e-commerce purchase.

At present, EG&G operates the SERVMART at Naval Station Norfolk and is working with us to expand support through their e-commerce capability to Norfolk Naval Shipyard, Naval Weapons Station Yorktown, and Naval Amphibious Base Little Creek. Independently, EG&G is working with the Air Force and Army to expand coverage to Langley Air Force Base and Fort Eustis.

In the store, each of the suppliers are responsible for a particular commodity, and most provide in-store customer assistance representatives to help shoppers with their needs.

EG&G has continued the Navy commitment to the Javits-Wagner-O'Day (JWOD) programs and has contracted with VIB for sight-impaired people to work in the store. As the JWOD Program is a mandatory source for federal agencies, the new SUPER SERVMART stocks and distributes all JWOD items — or the vast majority. The contractor is prohibited from selling to the government any non-JWOD item that is identical to or essentially the same as an item provided to the government under the JWOD Program.

The EG&G e-commerce capability was beta tested (using fleet customers to Q/A the system) and brought online in January 2000. Continued upgrades include expansion to include additional vendors' catalogs. Working with a Massachusetts-based system developer, SupplyWorks, Inc., EG&G is bringing online a robust web-based system that will allow access to the in-store catalog and the electronic catalogs of the suppliers listed above. Orders will be placed online using the purchase card

with delivery within 24 to 48 hours. The EG&G E-Business site will provide access to well over a million items by April 2000 ... this is much more than a traditional SERVMART store with office and cleaning supplies.

As our customer base moves into the web-based environment, especially fleet units, I believe the significance of the walk-
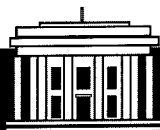

CAPT Alan Thompson, CO, FISC Norfolk, during the grand opening of the new SERVMART at Naval Station Norfolk.

in store will decrease and most business will shift to online ordering with direct delivery. Our arrangement with EG&G will help us to transition our customers to a more modern support process and directly supports the "One-Touch Supply" vision of the SUP 21 Program to reengineer the Navy Supply System. ⬧

CAPT Alan Thompson also serves as the Navy Region Mid-Atlantic Supply-Logistics Program Manager and is assigned as the Installation Commander for Craney Island, the location of the Department of Defense's largest bulk fuel storage and distribution operation. Previous assignments have included Supply Officer of USS Dwight D. Eisenhower (CVN 69); staff of the Commander, Naval Air Force, U.S. Pacific Fleet; Supply Officer, Naval Air Station Miramar; Executive Assistant to the Commander and 38th Chief of Supply Corps at the Naval Supply Systems Command, Washington, D.C.; and Head of the Spares Programs and Policy Branch on the staff of the Chief of Naval Operations. He has been selected as a member of the Department of the Navy Acquisition Professional Community.

From the Schoolhouse

NSCS Instructors Honored

The National Defense Transportation Association honored Navy Supply Corps School instructor Bob Jaffin, left, naming him its Instructor of the Year.

LCDR Larry Pruitt, above right, was recently named International Training Officer of the Year. Al Cummings, above left, long-time supporter of International Officers Supply Course, presented Pruitt, with "a feather for his cap" for his outstanding performance as International Training Officer. The presentation took place during the Feb. 18 reception for the 103rd IOSCO class members.
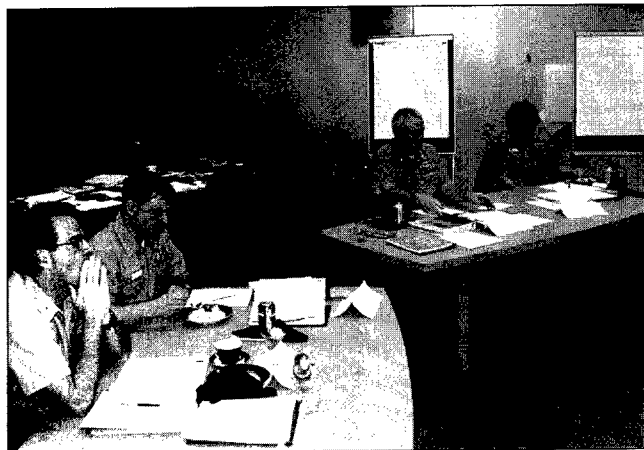
Group Reviews Sea Board Process

The Navy Supply Corps School recently hosted a group of Supply Corps officers, including RADM Linda J. Bird, Vice Commander, Naval Supply Systems Command, above at right in the front row, which met to review the current Sea Board selection process. (See Advice from the Vice, Page 2 for more details.

Navy Supply Corps Reservists Complete BQC

RADM H.W. (Pat) Dawson Jr., SC, USNR, Deputy Commander for Procurement Management, Naval Supply Systems Command, was the guest speaker for the graduation ceremony of the 47th Company of the Basic Qualification Course-Naval Reserve (BQC-NR) on Feb. 4. The Admiral is pictured at right in the front left with CAPT Ronald Mathieu, NSCS Commanding Officer, and the 47th Company.

The company performed exceptionally well throughout this 15-month program. They successfully met all challenges and achieved a highly impressive company average of 93 percent. This is a remarkable accomplishment considering their extremely demanding civilian occupations.

ENS Michael Pettola, SC, USNR, was recognized as the

American Logistics Association Honor Graduate, achieving an overall average of 96 percent, while LTJG Arthur Fong, SC, USNR, was awarded the Navy Supply Corps Association Leadership Award for his outstanding class leadership and academic performance.

OP& You

Subspecialty Codes

Subspecialty codes are an important part of your official record. They document special qualifications, training, and experience and/or education that you have achieved in a functional area and which are important in your career. The officer coding process begins with graduate education (P or G codes) or significant experience (S codes). Assignment of the appropriate subspecialty code is automatic for Naval Postgraduate School and Naval War College graduates. All other requests for subspecialty codes must be submitted in writing through PERS-440E2. Supply Officers can earn subspecialty codes for internship programs as well as performance in various jobs combined with education (see "It's Your Career" for more information).

Subspecialty codes are also used to identify unique requirements of billets. Several Supply Corps billets require personnel with a level of skill beyond that of the basic P, G, and S codes. These billets are required to be filled by proven subspecialists in their functional areas and are coded with Q/F (PG education and experience) or R (experience only) subspecialty codes. A proven subspecialist is basically defined as an individual who has served in two or more two-year tours in their subspecialty area. All supply officers who meet this requirement should request assignment of the Q/F or R subspecialty code as appropriate. It is in your best professional interest to have your record reflect the highest level subspecialty code for which you qualify. Please review "It's Your Career" to see if you may qualify for an additional subspecialty code or a higher level of subspecialty code.

For more information, contact the Career Counselor at DSN 882-4624 or commercial (901) 874-4624.

Academic Profile Codes

The next Postgraduate Education Selection Board convenes May 15, 2000. The APC is the first criteria used in selection for Navy-sponsored PG education. To be considered, officers must have an eligible Academic Profile Code (APC) of 345 or better. The APC is a three-digit code developed by the Naval Postgraduate School based on an officer's undergraduate transcript, as well as any evidence of work beyond the baccalaureate degree.

The following is an explanation of how the APC is derived:
1st digit – Quality Point Rating (QPR) code representing the cumulative grade average on a 0 to 5 scale. All grades in all post-secondary school education at any accredited institution are considered.
2nd digit – Math qualification code on a linear 0 to 6 scale. The scale is directly keyed to the math requirements for various curricula and completely ordered so that a grade of 3, for ex-

ample, would satisfy the requirements typified by 3, 4, 5, or 6.
3rd digit – Technical qualification code on a linear 0 to 5 scale. This code is to be used for technical curricula requiring physical science for entrance.

The important thing to remember is that each digit of the APC is considered separately when determining eligibility for PG programs and that lower numbers are better. If you wish to be considered for Navy-sponsored PG education, check your APC code, listed in block 45 of the Officer Data Card, to ensure it is correct and to determine which PG programs you are eligible for. If it is missing or you feel it is in error, contact NPS at DSN 878-3093 or commercial (831) 656-3093.

If your APC does not meet the minimum APC requirement for the program you are requesting, it must be upgraded before consideration before the board. APCs may be upgraded through enrollment in the NPS Continuing Education Program or an appropriate civilian school program. Advice on courses necessary to improve your APC may be obtained from NPS at the numbers listed above.

FY01 Promotion Plan

The FY01 Promotion Plan was approved by the Secretary of the Navy on Dec. 10, 1999. The promotion zones and selection opportunities for next fiscal year are shown below. Selection opportunity for commanders has increased from 70 percent to 75 percent; all others remain the same. Flow points are within DOPMA guidelines. (All meeting dates are the year 2000.)

To Captain (310X) - Board met Jan. 18
Junior SC Officer in promotion zone: Trojan, G. C. (008567-85)
Opportunity: 50 percent
Junior Officer eligible below zone: Roggen, J. I. (008852-50)
Approximate number of selections: 36

To Captain (651X) - Board met Jan. 18
Junior Officer in promotion zone: Tichy, T. N. (008595-90)
Opportunity: 50 percent
Junior Officer eligible below zone: Bonnette, M. R. (008864-80)
Approximate number of selections: 1

To Commander (310X) - Board met April 10
Junior SC Officer in promotion zone: Cotton, A. L. (025983-50)
Opportunity: 75%
Junior Officer eligible below zone: Roll, B. A. (026545-70)
Approximate number of selections: 65

To Commander 65XX) - Board met April 10
Junior Officer in promotion zone: Meyer, E. M. (025437-35)
Opportunity: 40 percent
Junior Officer eligible below zone: Labao, E. M. (026207-80)
Approximate number of selections: 2

To Lieutenant Commander (310X) - Board meets May 15
Junior SC Officer in promotion zone: Johnson, T. E. (082587-80)
Opportunity: 75 percent
Junior Officer eligible below zone: Hightower, C. J. (084231-65)
Approximate number of selections: 89

To Lieutenant Commander (65XX) - Board meets May 15
Junior Officer in promotion zone: Peterson, C. O. (082260-15)

Opportunity: 70 percent
Junior Officer eligible below zone: Williams, R. E. (082832-15)
Approximate number of selections: 12

<u>To Lieutenant - Board meets May 15</u>
All fully qualified with LTJG DOR of Sept. 2, 1998, through Sept. 1, 1999.

<u>To Lieutenant (Junior Grade)</u>
All fully qualified with 24 months commissioned service.

<u>To Chief Warrant Officer - Board meets June 5</u>
CW04 eligible in promotion zone: CW03 DOR of Oct. 1, 1996, through Sept. 30, 1997
Opportunity: 75 percent
CW03 eligible in promotion zone: CW02 DOR of Oct. 1, 1996, through Sept. 30, 1997
Opportunity: 95 percent

NAVSUP OP Points of Contact

NAVSUP OP has recently had several old faces transfer and new personnel have joined the team to relieve them. In an effort to keep you in contact with your detailers and your community managers, the following information is provided:

DSN Extensions:
Millington, Tenn.:
prefix 882
Navy Annex:
prefix 614 = 224, 695 = 225

Conference Rooms:
Millington
(901) 874-4605

Fax Numbers:
Millington
(901) 874-2684
Navy Annex:
(703) 695-9915

Office Numbers:
Millington
(800) 438-3640, (901) 874-4611

SUP	Title	Name	Phone	PERS Code & E-Mail
OP	Director of Supply Corps Personnel	CAPT Steve Maas	(901) 874-4611	P4412o@persnet.navy.mil
OPA	Special Assistant	LCDR Tim Colyer	(901) 874-4608	P4412j@persnet.navy.mil
OPB	Management Analyst/Office Manager	Ms. Harlean Shook	(901) 874-4610	P4412xc@persnet.navy.mil
OPC	NPC Liaison/Admin Off/Webmaster	IT1 Orlando Sanders	(901) 874-2936	P4412xa@persnet.navy.mil
OPC1	Info Systems Program Manager	IT1 Orlando Sanders	(901) 874-2936	P4412xa@persnet.navy.mil
OPC2	Assistant Admin Officer	SK2 Carolyn Padilla	(901) 874-4603	P4412ya@persnet.navy.mil
OPS1	Secretary	Ms. Cleo Craig	(901) 874-4611	P4412s1@persnet.navy.mil
P1	Director, Detailing Division	CAPT Dave Ruff	(901) 874-4607	P4412@persnet.navy.mil
P1A	Special Assistant	LCDR Bob Bestercy	(901) 874-4609	P4412r@persnet.navy.mil
P1B	Management Analyst	Ms. Pachita Northington	(901) 874-4602	P4412r1@persnet.navy.mil
P11	HD, Shore Detailing Branch	LCDR Deborah Case	(901) 874-4601	P4412b@persnet.navy.mil
P11A	LT/LTjg Shore Detailer	LCDR Mike LaVigna	(901) 874-4612	P4412i@persnet.navy.mil
P11B	CWO/LDO Detailer	LCDR Steve Gill	(901) 874-4613	P4412a@persnet.navy.mil
P12	HD, Sea/Overseas Detailing Branch	CDR Bob Carter	(901) 874-4614	P4412c@persnet.navy.mil
P12A	LT/LTjg Sea/Overseas Detailer	LCDR Kevin Hinson	(901) 874-4627	P4412f@persnet.navy.mil
P12B	ENS Sea/Overseas Detailer	LT Mark Escoe	(901) 874-4616	P4412g@persnet.navy.mil
P13	HD, NAVSUP/DLA Placement Branch	LCDR(Sel) Hal Valentine	(901) 874-4618	P4412x@persnet.navy.mil
P1C1	Administrative/Placement Assistant	SH1 Edward Price	(901) 874-4625	P4412y@persnet.navy.mil
P2	Director, Reserve Division	CAPT Eric Carlson	(901) 874-4619	P4412e@persnet.navy.mil
P21	HD, TAR Community Mgmt Branch	CDR Lee Henwood	(901) 874-4620	P4412w@persnet.navy.mil
P22	HD, SELRES Community Mgmt Branch	LCDR Pat Whitsell	(901) 874-4621	P4412v@persnet.navy.mil
P22A	Management Analyst	Ms. Pam Bell	(901) 874-4622	P4412es@persnet.navy.mil
P3	Director, Officer Plans Division	CAPT(Sel) Jim Holland	(901) 874-4623	N131s@bupers.navy.mil
P31	HD, Career Development & Training	LCDR(Sel) Ray Bichard	(901) 874-4624	P4412q@persnet.navy.mil
P31A	Planning Analyst	Ms. Hazel Robinson-Bell	(901) 874-4629	P4412qa@persnet.navy.mil
P32	HD, Manpower Planning/Reqmnts Br.	CDR Chuck Bryant	(901) 874-4273	P211S1@bupers.navy.mil
P32A	Manpower Reqmnts/Projects Officer	LT Kerry Pearson	(901) 874-2914	P211S3@persnet.navy.mil
P32A1	Program Analyst	Ms. Lisa White	(703) 693-3965	P211S5@bupers.navy.mil
P33	Director, Enlisted Plans Division	CDR Joe Spruill	(703) 614-6850	N132D15@bupers.navy.mil
P33A	Enlisted Rating Coordinator Branch	LT Willie Beale	(703) 614-6649	N132D15A@bupers.navy.mil
P33B	Enlisted Analysis Branch	MSCM Bob Bullock	(703) 695-3933	N132D15B@bupers.navy.mil
P33D	Enlisted Analysis Branch	SKCS Anthony Johnson	(703) 695-3932	N132D15D@bupers.navy.mil
P33F	Analytic Assistant	LISA Larry Naegle	(703) 695-3932	N132D15F@bupers.navy.mil
RAO	Rating Assignment Officer	LCDR(Sel) C.B. Belanger	(901) 874-3731	P405e@persnet.navy.mil
		ENS Eneke Grant	(901) 874-3101	
		ENS Julie Atkins	(901) 874-2193	

Newsletter

Medals

Defense Meritorious Service Medal

LCDR **Regina Taylor-Hines**, SC, USN, Director of Transportation Pay Division, Defense Finance and Accounting Service, Norfolk Operating Location, Norfolk, Va., October 1996 to June 1999.

Meritorious Service Medal

LCDR **William M. Barnett**, SC, USN, Business and Financial Manager for the Standard Missile Program Office, Program Executive Office for Theater Surface Combatants, Arlington, Va., October 1998 to October 1999.

SKC (SW) **Ronald D. Sheets**, USN, Leading Chief Petty Officer and Logistics Management Specialist on the Fleet Integrated Logistics Overhaul Team, Jacksonville, Fla., November 1996 through January 2000.

Navy and Marine Corps Commendation Medal

SHCS (SW) **Rolando C. Artugue**, USN, (Gold Star in lieu of Fourth Award), Retail Operations Specialist, Navy Exchange Service Command Fleet Assistance Team, San Diego, Calif., May 1997 to February 2000.

SKCM (SS/AW) **Kenneth A. Biller**, USN, (Gold Star in lieu of Third Award), Assistant Supply Officer on the staff of Submarine Squadron 20, June 1996 to September 1999.

SHCS (SW) **Francisco P. Binas**, USN, (Gold Star in lieu of Second Award), Team Leader, Navy Exchange Service Command, Fleet Assistance Team, Yokosuka, Japan, December 1995 to November 1998.

SKC **David B. Corbin**, USN, Leading Chief Petty Officer, Material Division, Supply Department, USS *Constellation* (CV 64), January 1994 to June 1996.

SKC (SW) **David B. Corbin**, USN, (Gold Star in lieu of Second Award), Logistics Support Officer, Navy Recruiting District Pittsburgh, Pa., July 1996 to April 1999.

SKCS (SW) **Gary A. Head**, USN, (Gold Star in lieu of Third Award), Assistant Resident Officer in Charge, Fleet Integrated Logistics Overhaul Team, Jacksonville, Fla., February 1997 through February 2000.

SKC (SS) **Michael A. Jarvis**, USN, Assistant Supply Officer on the Staff of Commander, Submarine Squadron 16, October 1997 to February 2000.

MMC **John J. Schmalz**, USN, Laundry Systems Maintenance Supervisor, Navy Exchange Service Command Fleet Assistance Team, Norfolk, Va., November 1996 to January 2000.

MSCS (SW) **Beverley A. Singson**, USN, (Gold Star in lieu of Second Award), Military Audit Review Specialist, Naval Supply Systems Command, Mechanicsburg, Pa., January 1997 to February 2000.

SHC (SW) **Timothy R. Scanlon**, USN, (Gold Star in lieu of Second Award), Team Leader, Navy Exchange Service Command Fleet Assistance Team, Naples, Italy, June 1994 to February 2000.

LCDR **Harry T. Thetford**, SC, USN, (Gold Star in lieu of Second Award), Supply Officer, USS *Rodney M. Davis* (FFG 60), August 1997 to August 1999.

Joint Service Achievement Medal

LT **Stephen J. Shiplett Jr.**, SC, USN, Trainer Core Team, Defense Supply Center, Columbus, Ohio, October through December 1999.

Navy and Marine Corps Achievement Medal

MSC **Lonnie W. Becker**, USN, (Gold Star in lieu of Seventh Award), Leading Chief Petty Officer, Food Service Division, USS *Louisiana* (SSBN 743) (Gold), February 1999 to January 2000.

LT **Michael V. Benedetto**, SC, USN, Supply Officer, USS *Hawkbill* (SSN 666), March to July 1999.

LT **David A. Buehler**, SC, USNR, (Gold Star in lieu of Second Award), Advance Party Officer in Charge and Assistant Supply Officer, Naval Mobile Construction Battalion 15 during Operation *Bearing Duel* 99 at Fort Hunter Liggett, Calif., May to June 1999.

SKC (SCW) **Brian A. Butterworth**, USNR, (Silver Star in lieu of Sixth Award), Service Division Leading Chief, USS *Boone* (FFG 28), January to April 1999.

MS2 (SS) **Joey C. Crochet**, USN, (Gold Star in lieu of Second Award), Member of Mess Management Specialist Division, USS *Maryland* (SSBN 738) (Blue), May to August 1999.

SK1 (SW) **Pierre N. Curras**, USNR, (Gold Star in lieu of Fifth Award), S-1 Depot Level Repairable, Hazardous Material Control Petty Officer and Aviation Storekeeper in USS *Boone* (FFG 28), November 1998 to April 1999.

SH1 **Andeluvia U. Garcia**, USN, (Gold Star in lieu of Fourth Award), Ship's Store Specialist, Navy Exchange Service Command, Fleet Assistance Team, San Diego, Calif., August 1998 to March 1999.

SK2 **Omololu O. Olugbemi**, USNR, S-1 General Storeroom Supervisor in USS *Boone* (FFG 28), November 1998 to April 1999.

Supply Corps Officer Strength
As of Jan. 31, 2000

	Regular	Selected Reserve	LDO	TAR	Total
FLAG	11	7	0	0	18
CAPT	161	116	2	8	287
CDR	418	320	6	32	776
LCDR	533	456	28	37	1054
LT	805	262	52	21	1140
LTJG	254	42	26	3	325
ENS	308	82	22	0	412
WO	58	3			61
TOTAL	2548	1288	136	101	4073

Military Outstanding Volunteer Service Medal

ENS **Ryan S. Kight**, SC, USNR, public service in numerous, diverse community service activities while attached to USS *Maryland* (SSBN 738) (Blue), 1994 to 1999.

LCDR **Lance R. Mauro**, SC, USNR, public-spirited cooperation with various civilian organizations since 1985 in the communities in which he has lived.

SKC (SS/SW) **Peter A. Torres**, USN, key leadership in coaching, tutoring and Adopt-A-Highway programs while attached to USS *Maryland* (SSBN 738) (Blue), 1994 to 1999.

Warfare Qualifications

Naval Aviation Supply Officer

LCDR **Joycelin R. Higgs**, SC, USN
USS *Carl Vinson* (CVN 70)

Surface Warfare Supply Officer

ENS **Jason W. Endress**, SC, USNR
USS *Leyte Gulf* (CG 55)

Seabee Combat Warfare Specialist

LT **David A. Buehler**, SC, USNR
Naval Mobile Construction Battalion 15

LT **Kenneth L. Rucker**, SC, USNR
Naval Mobile Construction Battalion 14

Submarine Supply

LT **Michael V. Benedetto**, SC, USN
USS *Hawkbill* (SSN 666)

LTJG **Scott D. Logan**, SC, USN
USS *Nevada* (SSBN 733) (Gold)

Enlisted Surface Warfare Specialist

SKC (SCW) **Brian A. Butterworth**, USN
USS *Boone* (FFG 28)

SK2 **Omololu O. Olugbemi**, USN
USS *Boone* (FFG 28)

NAVSUP Headquarters Reserve Unit Receives Award for Excellence

The Commander, Naval Surface Reserve Force, recently recognized the Naval Reserve Naval Supply Systems Command Headquarters Unit with the 1999 CAPT Leo V. Bilger Award for achieving the highest levels of excellence in peacetime support, training and personal readiness, innovation, and process improvements. Captain E. Garrett Gummer III commands the headquarters unit, comprised of 15 officers and three enlisted personnel.

Other NAVSUP-sponsored Reserve units receiving the Captain Leo V. Bilger Award included Naval Reserve Inventory Control Point Philadelphia Team 2, Naval Reserve Fleet and Industrial Supply Center Norfolk Detachment 207, Advanced Base Functional Component Navy Overseas Air Cargo Terminal H408, Naval Reserve Naval Air Terminal Norfolk 609, Navy Cargo Handling Battalion 13, Naval Reserve Fleet and Industrial Supply Center Yokosuka 413, Naval Reserve Fleet and Industrial Supply Center Pearl Harbor Detachment 120, Naval Reserve Fleet and Industrial Supply Center Yokosuka 313, Advanced Base Functional Component Fuel Operating Unit A119, Naval Reserve Fleet and Industrial Supply Center West Detachment 319, Naval Reserve Fleet and Industrial Supply Center Pearl Harbor 122, and Advanced Base Functional Component Fuel Operating Unit L322. Two Advanced Base Functional Component Cargo Afloat Rig Team Units, E301 and A401, whose oversight transferred from NAVSUP to Military Sealift Command on July 1, 1999, were also recognized by the award.

The Leo V. Bilger Award was named for the late Captain Leo V. Bilger, USNR (Ret.), who served as Naval Reserve Association in several senior capacities. In 1984, in coordination with the Commander, Naval Reserve Force, the Naval Reserve Association established this award for presentation annually to the best Naval Surface Reserve Force unit. In 1996, Commander, Naval Surface Reserve Force changed the award to recognize Naval Reserve units that have achieved high levels of mission effectiveness.

Retirements

CAPT Richard Levy

CAPT Richard Levy, SC, USN, completed 27 years of active service and retired Feb. 1, 2000, after serving at Space and Naval Warfare Command, Chesapeake, Va. He received his bachelor's degree from the U.S. Naval Academy, Annapolis, and his master's degree from the University of Puget Sound, Tacoma, Wash. His previous duty stations include Naval Sea Systems Command, Arlington, Va.; USS *Inchon* (LPH 12); Commander Logistics Group 2, Norfolk, Va.; USS *Mars* (AFS 1); Strategic Weapons Facility, Pacific, Bremerton, Wash.; Naval Station, Roosevelt Roads, Puerto Rico; and USS *Daniel Boone* (SSBN 629).

CAPT Nicholas Sullivan

CAPT Nicholas Sullivan, SC, USN, completed 27 years of active service and retired Feb. 1, 2000, after serving at Space and Naval Warfare Systems Center Chesapeake, Va. He received his bachelor's degree from the University of Villanova, Philadelphia, Pa., and his master's degree from the Naval Postgraduate School, Monterey, Calif. His previous duty stations include Naval Supply Systems Command, Mechanicsburg, Pa.; Navy Supply Center, Norfolk, Va.; Fleet Material Support Office, Mechanicsburg, Pa.; Naval Surface Group Middle Pacific, Pearl Harbor, Hawaii; Navy Supply Center, Norfolk, Va.; USS *Roark* (FF 1053); and USS *Capodanno* (FF 1093).

CDR James Dargan

CDR James Dargan, SC, USN, completed 24 years of active service and retired on March 1, 2000, after serving at Submarine Base, Kings Bay, Ga. He received his bachelor's degree from the National University of California and his master's degree from the University of Georgia, Athens, Ga. His previous duty stations include Headquarters, Marine Forces, U.S. Atlantic Fleet, Norfolk, Va.; Trident Refit Facility, Kings Bay, Ga.; Strategic Weapons Facility, Atlantic, Kings Bay, Ga.; Commander Submarine Forces Group

5, San Diego, Calif.; Marine Corps Air Station, Cherry Point, N.C.; Fleet Combat Training Center Pacific, San Diego, Calif.; USS *McKee* (AS 41); Fitting Out and Supply Support Assistance Center, Norfolk, Va.; and USS *Silversides* (SSN 679).

CDR Robert W. Hay

CDR Robert W. Hay, SC, USN, completed 20 years of active service and retired March 1, 2000, after serving at Naval Shipyard, Portsmouth, Va. He received his bachelor's degree from Old Dominion University and his master's degree from Golden Gate University, San Francisco, Calif. His previous duty stations include Naval Support Facility, Diego Garcia; Commander Naval Special Warfare Development Group, Dam Neck, Va.; USS *Nassau* (LHA 4); Commander Naval Beach Group 2, Little Creek, Va.; USS *Frank Cable* (AS 40); Supervisor Shipbuilding, Jacksonville, Fla.; and USS *Benjamin Franklin* (SSBN 640).

CDR Michael Martin

CDR Michael Martin, SC, USN, completed 21 years of active service and retired Feb. 1, 2000, after serving at Commander Submarine Force, U.S. Atlantic Fleet, Norfolk, Va. He received his bachelor's degree from Indiana University, Indiana, Pa. and his master's degree from the Naval Postgraduate School, Monterey, Calif. His previous duty stations include Commander in Chief, U.S. Pacific Fleet, Pearl Harbor, Hawaii; USS *L.Y. Spear* (AS 36); Chief of Naval Operations, Arlington, Va.; Ships Parts Control Center, Mechanicsburg, Pa.; USS *Augusta* (SSN 710); and USS *Ulysses S. Grant* (SSBN 631).

CDR Lane L. Pritchard

CDR Lane L. Pritchard, SC, USN, completed 20 years of active service and retired Dec. 1, 1999, after serving at Military Traffic Management Command, Oakland, Calif. She received her bachelor's degree from the University of Miami, Ohio, and her master's degree from the Naval Postgraduate School and the National Defense University. Her previous duty stations include Navy Supply Center, Charleston, S.C.; USS *McKee* (AS 41); Naval Supply Center, Charleston, S.C.; USS *Holland* (AS 32); Shore Intermediate Maintenance Activity, Charleston, S.C.; and USS *Yellowstone* (AD 41). (Correction from Jan/Feb 2000)

CDR Joseph Scarpa

CDR Joseph Scarpa, SC, USN, completed 20 years of active service and retired March 1, 2000, after serving at the Naval Inventory Control Point, Philadelphia, Pa. He received his bachelor's degree from University of Delaware, Newark, Del. His previous duty stations include Fleet and Industrial Supply Center, Oakland, Calif.; USS *Lake Erie* (CG 70); Supervisor Shipbuilding, Bath, Maine; Naval Supply Systems Command, Arlington, Va.; Commander Middle East Forces, Norfolk, Va.; Fleet Material Support Office, Washington, D.C.; Navy Material Support Office, Washington, D.C.; and USS *Thomaston* (LSD 28).

CDR Fred Schellhammer

CDR Fred Schellhammer, SC, USN, completed 21 years of active service and retired Feb. 1, 2000, after serving at Defense Contract Management Command, Pittsburgh, Pa. He received his bachelor's degree from Saint Francis College, Loretto, Pa., and his master's degree from the Naval Postgraduate School, Monterey, Calif. His previous duty stations include Commander Naval Sea Systems Command, Arlington, Va.; Program Executive Office Tactical Air Command, Washington, D.C.; Navy Supply Center, Oakland, Calif.; USS *Cushing* (DD 985); USS *San Jose* (AFS 7); and USS *San Diego* (AFS 6).

CDR Rory Souther

CDR Rory Souther, SC, USN, completed 21 years of active service and retired Feb. 1, 2000, after serving at Program Executive Officer Mine Warfare, Washington, D.C. He received his bachelor's degree from Miami University, Oxford, Ohio, and his master's degree from the Naval Postgraduate School, Monterey, Calif. His previous duty stations include Naval Air Systems Command, Program Management Office, Patuxent River, Md.; Alaskan Command, Anchorage, Alaska; Submarine Base, Groton, Conn.; USS *Georgia* (SSBN 729); Naval Shipyard, Charleston, S.C.; and USS *Sunfish* (SSN 649).

LCDR Steven Roberts

LCDR Steven Roberts, SC, USN, completed 23 years of active service and retired Feb. 1, 2000, after serving at Naval Air Station, Lemoore, Calif. He received his bachelor's and master's degrees from National University of California. His previous duty stations include USS *Niagara Falls* (T-AFS 3); Strike Fighter Squadron 125, Lemoore, Calif.; and USS *Kamehameha* (SSBN 642). He had 11 years' prior enlisted service and obtained the rate of STSC before receiving his commission.

Obituaries

CDR **Richard W. Ellis**, SC, USN (Ret.), of New London, Conn., died Jan. 22 at Dartmouth-Hitchcock Medical Center, Lebanon, Conn. Born in Lawrence, Mass., he was a graduate of the Naval Academy class of 1955. His active duty tours included Portsmouth Naval Shipyard, Vietnam, the Armed Forces Staff College in Norfolk, Va.; and the Naval Academy. He is survived by his wife of 45 years, Barbara (Randall) Ellis of New London; a daughter, Pamela Averell of Goffstown, Conn.; two granddaughters; and a sister, Charlotte Fowler of Northport, N.Y. Funeral services were held Jan. 26 at St. Andrew's Episcopal Church with burial at Old Main Street Cemetery, both in New London. Memorial donations may be made to Norris Cotton Cancer Center, Dartmouth-Hitchcock Medical Center, Lebanon, CT 03756.

CDR **Kermit E. Beck**, SC, USN (Ret.), of Rancho Bernado, Calif., passed away Dec. 28,1999, in San Diego, Calif. Services were held Jan. 4, 2000. His Navy service, 1956 to 1976, included assignments with USS *Montrose*, USS *Thuban*, USS *Dixie*, Navy Supply Depot Yokosuka, NSD Norfolk and the Bureau of Naval Personnel, Washington, D.C His is survived by his wife of 43 years, Norma of Rancho Bernardo; a daughter Jennifer Ann Perdue of Murrieta, Calif.; two sons, Kerry Paul Beck of Mission Viejo, Calif, and Matthew Dale Beck of Rancho Bernado; two brothers, John Dale Beck of Grand Lodge, Minn., and Benson Bristol (Pete) Beck of Moneta, Va.; four grandchildren; and one step-great grandchild. The family suggests memorials to American Diabetes Association. The family address is 11212 Capilla Road, San Diego, CA 92127.

One Touch Support System Simplifies Ordering Supplies

Navy and Marine Corps personnel are finding it much easier to search for critical supplies and repair parts, or check the status of requisitions, thanks to an online web-based system developed by the Naval Supply Systems Command.

Called One Touch Support, the site requires only one password (a digital certificate) that can be applied for at the site. With this password Sailors afloat or ashore can order new parts, identify where supplies and repair parts are located, or gather information on the status of outstanding requisitions. To use the site, access to the Internet and a Netscape 4.5 or higher browser are required.

The web site (http://www.navsup.navy.mil/onetouch) connects users to several supply databases through a single point. Before One Touch, users would have to search many separate databases, each requiring its own ID and password, often using separate computer terminals to access information now available through One Touch.

When ordering new items the system automatically routes the requisition to its appropriate database saving time and resources. The entry screen provides an easy to use format that accesses several computer systems in a seamless manner that is invisible to the user.

To obtain the digital certificate, users must select the digital certificate request button on the One Touch web site. Fill out the form and submit it. The user will be contacted and receive an e-mail with the URL site containing the users digital certificate.

Future plans for the site include the addition of new data sources for stock requisition information, incorporation of other supply chain functions such as procurement and financial features.

The Global One Touch web site was developed by the Navy Fleet Material Support Office (FMSO) and Oracle, the contractor. In addition, a regional One Touch web site was developed by the Fleet and Industrial Supply Center (FISC), Pearl Harbor, and replicated at each of the other FISCs by the Standard Automated Logistics Tool Set Project (SALTS) Office, Philadelphia. The regional sites were deployed to provide customers with the capability to access region-specific data bases such as local household goods and HAZMAT. These regional sites will be integrated with Global One Touch and come under PKI secured access during this calendar year.

There is extensive online help available at the One Touch Support site. On-site training is also available at certain locations or for large groups. More information on the training or other general information about One Touch Support is available from the Customer Information Center at 1-877-41TOUCH or the program manager, Tom Wekluk, at (717) 605-6791.

Office Products and Supplies Now Available Online via New JWOD Web Site

Federal employees can now buy a multitude of business products and related supplies - right from their desks - using a new web site launched by the Javits-Wagner-O'Day (JWOD) Program.

This site, www.jwod.com, provides federal customers with convenient, one-stop shopping. It also assures that purchases comply with the JWOD Act, which requires federal agencies to buy certain supplies and services from nonprofit agencies employing persons who are blind or severely disabled. Thousands of Americans who are blind or have other severe disabilities remain gainfully employed thanks to the sales of JWOD products and supplies.

The online ordering capability provided by www.jwod.com expands the number of vehicles through which federal customers can order JWOD office supplies or general products. In addition to online orders, federal or commercial customers may order by phone (877-GET-JWOD), fax (877-FAX-JWOD), or regular mail. Customers may also use authorized commercial distributors for JWOD products (listed at www.jwod.gov), or visit military base supply centers operated by JWOD-participating nonprofit agencies on many installations.

The Committee for Purchase from People Who Are Blind or Severely Disabled is an independent federal agency that administers the JWOD Program, creating jobs and training opportunities for persons who are blind or have other severe disabilities. The committee's primary means of achieving its employment goal is through orchestrating government purchases of supplies and services from nonprofit agencies employing such individuals. For more information, see www.jwod.gov.

National Industries for the Blind (NIB) and NISH (serving people with a range of disabilities) are national, nonprofit organizations designated by the committee to assist in the implementation of the JWOD Program. NIB and NISH serve as liaisons between the government and the 620-plus local nonprofit agencies that participate in the JWOD Program nationwide. For more information, see www.nib.org and www.nish.org.

New Navy COGII Forms Web Site and Digital Products

Over 900 Navy forms are now just a few keystrokes away on the Internet at http://forms.daps.mil.

Management of the Navy's COG II Forms Program was recently transferred from the Naval Inventory Control Point, Philadelphia, to the Philadelphia office of the Document Automation & Production Service (DAPS). Nearly a thousand flat-sheet forms have been digitized to Portable Document Format (PDF) and are now

available online at the new COG II Forms web site for free downloading and printing, and on CD-ROM. All remaining warehouse-stock items (red danger tags, medical jacket folders, etc.) and subscription CD-ROMS (Fed Log, Med Cat, MCRD, etc.) can be ordered online from this web site as well.

DAPS has taken the lead in the digitization of paper documents and forms for the Navy and other DoD agencies. This digitization process is reducing the number of paper flat-sheet forms in warehouses and shipboard storage and is making them available for download and printing via the Internet, CD-ROM, and various DAPS Offices and Centers throughout the world. The cost savings realized from reduced warehousing and print-on-demand procedures are anticipated to be in the millions of dollars each year.

Online warehouse orders for registered users can be made by MILSTRIP or government credit card. The web site also provides customer order status information so you can track your order online. Easy registration for online ordering can be made during your first visit to the site.

Bulk printing of digital forms is just as easy. Just take your COG II Forms CD (available for order on the web site) or hard copy output to your nearest DAPS office. They will be happy to provide you with paper copies, in any quantity, at a very competitive price.

Any forms questions can be addressed to the Forms Customer Service staff at: (215) 697-2981/2982, or DSN: 442-2981/2982. Questions about the online Subscription Service can be addressed to: (215) 697-3724 or DSN: 442-3724.

WINSALTS Release 4.14 Hits the Street

The Naval Supply Systems Command has recently released WINSALTS Version 4.14 (Standard Automated Logistics Toolset, Windows version) to the fleet.

WINSALTS 4.14 includes a major revision to the Internet connection capabilities including a selective download feature and a resume feature that resumes file transfers where they were cut off in a transmission failure. There is a new screen design with easier to understand error messages. An extension in the time-out clock when it takes a long time to connect via phone/modem is another added feature. Additions to the U.S. Marine Corps Payroll file filter will allow for the new file types produced by the next generation of the USMC Pay software. The Y2K news button has been revised to a "SALTS News" button designed to provide the latest news on WINSALTS.

Version 4.14 will significantly enhance the SALTS overall performance with faster connection times and reduced errors, problems that have frustrated customers who must dial in from remote locations.

Naval Inventory Control Point's SALTS mission is to provide the Department of Defense with a means of moving logistical and administrative data from a single point of entry to a wide host of databases and data services worldwide. Information on SALTS can be found on the SALTS home page at http://www.salts.navy.mil.

Customer Service Avenues Expand at the Defense Supply Center Richmond (DSCR) Customer Account Tracking System (WebCATS)
By DSCR Public Affairs

The web-based Customer Account Tracking System (WebCATS), developed and managed by Defense Supply Center Richmond (DSCR), has gained tremendous popularity since its initial fielding in 1998. WebCATS is an automated logistics tool that offers the most current information available on a variety of supply information such as requisition status, shipping information, stock on hand, latest contract shipments, and weapon systems data.

Customers with Internet access can use WebCATS to view the same information DSCR inventory managers, buyers, and weapon systems support per-

sonnel use everyday. This reduces the amount of time required in obtaining this information from other sources. For our customers with Internet capability, WebCATS is the recommended tool for accessing DLA logistics information.

The WebCATS can be accessed through the World Wide Web via the DSCR home page at http://www.dscr.dla.mil. WebCATS is listed as a frequently visited site on the main page, and also as an option under "Customer Information." A password is required and instructions for obtaining one are included on the WebCATS home page.

Once inside the application, several data views are available: By weapon system, National Stock Number (NSN), and requisition number. Data from S9G (DSCR Richmond), S9I (Defense Supply Center Philadelphia), and S9C/S9E (Defense Supply Center Columbus) are conveniently consolidated into single point and click queries. Logistics information is also available for N32/N35 (Naval Inventory Control Point).

Users no longer need to access individual ICP systems to obtain the latest status. Navigation through the screens is user friendly, and a user's manual is available online. A link to our IT Help Desk is also available for customers experiencing technical difficulties.

The DSCR Customer Call Center can be reached in many ways. By telephone: DSN 695-4865, commercial (804) 279-4865, or toll free 1-877-DLA-CALL. Please press zero at the DESEX prompt to reach an agent.
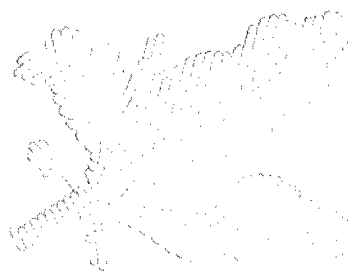
AK/SK Ratings to Merge

The Secretary of the Navy has approved the merger of the aviation storekeeper (AK) and storekeeper (SK) ratings with an effective completion date of Jan. 1, 2003.

This merger was developed in conjunction with Commander, Naval Supply Systems Command, Supply Vision 2005 for enlisted supply ratings. Advances in shipboard logistics practices and technology have created an environment conducive to consolidating the two ratings without a decline in fleet support nor impact to Sailors. Conversion from AK to SK for rated Sailors will be automatic; no individual action by the member will be required.

With the merger, AK responsibilities will be subsumed in the new SK rating.

A plan of action and milestones (POA&M) for the merger of the AK rating into the new SK rating is in final development. A conversion executive committee (EXCOM) and implementation teams will be established to determine specific milestone dates. A date-specific POA&M and periodic updates will be sent via NAVADMIN. Highlights of this program include:

• AKs should expect to convert to SK on a graduated basis starting with Master Chief (E9) personnel as early as spring 2000. By January 2003, all AK billets and personnel will be converted to SK.

• Remaining conversions will be accomplished in rate groupings after E9 merger and effective date of specific rate conversions. The current SK rating badge will be worn by all personnel affected by the merger. Rating badge changes will not be required until the effective date of each group conversion.

The first meeting of the EXCOM and implementation team was held recently at the Navy Supply Corps School, Athens, Ga.

Points of contact are CDR Spruill, Supply Enlisted Community Manager (N132d15) at (703) 614-6850/DSN 224, N132d15@bupers.navy.mil; or SKCS (SW) Johnson (N132d15d) at (703) 695-3932/DSN 225; N132d15d@bupers. navy.mil; fax (703) 695-9915/DSN 225.

This information has been released by VADM N. R. Ryan Jr., USN, Deputy Chief of Naval Operations (Manpower and Personnel).
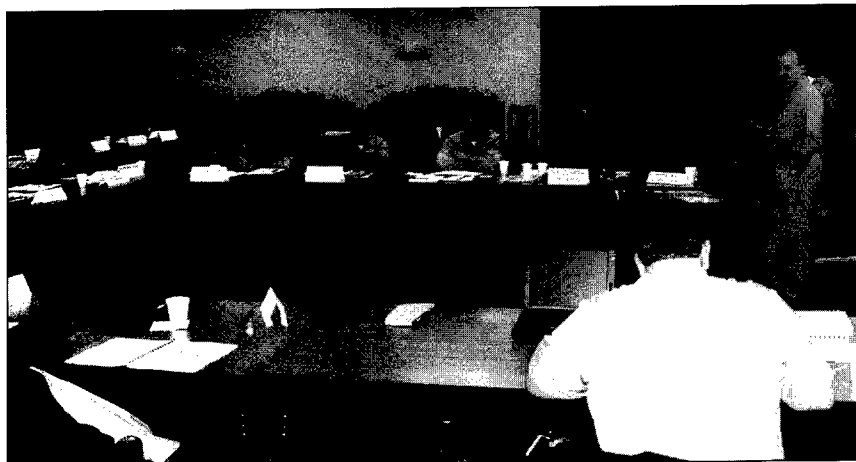
The Navy Supply Corps School in Athens, Ga., recently hosted the first meeting of the Conversion Executive Committee (EXCOM) and implementation teams.

President Names RADM Lippert to the Committee for Purchase from People Who Are Blind or Severely Disabled

President Bill Clinton recently announced his intent to appoint RADM Keith W. Lippert, SC, USN, to serve as a member of the Committee for the Purchase from People Who Are Blind or Severely Disabled.

RADM Lippert, of Fanwood, N.J., is currently assigned as Commander, Naval Supply Systems Command, and Chief of Supply Corps, in Mechanicsburg, Pa. Prior to his current assignment, he served as the Vice Commander, Naval Supply Systems Command. RADM Lippert's sea duty tours include Supply Officer of USS *Queenfish* and of USS *Canopus.*

He has received the Defense Superior Service Medal, two Legion of Merits, four Meritorious Service Medals, two Navy Commendation Medals, Navy Achievement Medal, and Submarine Supply Dolphins.

RADM Lippert received a B.A. degree from Miami University in Oxford, Ohio, and holds master's degrees from the Naval Postgraduate School.

The purpose of the Committee for Purchase from People Who Are Blind or Severely Disabled is to administer the Javits-Wagner-O'Day Program, under which supplies and services required by the government are provided by non-profit agencies employing persons who are blind or have other severe disabilities.

Ten NAVSUP Employees Chosen for DoD Leadership Training Program

Ten Naval Supply Systems Command claimancy employees have been selected for the 2000 Defense Leadership and Management Program (DLAMP). They are Mark Brady, Naval Transportation Support Center, Norfolk, Va.; Susan Bailey, Joseph Dougherty, Karen Gadbois, Paul Peters, Michael (Tim) Sheppard, and Thomas Trump, all of NAVSUP Headquarters, Mechanicsburg, Pa.; and Robert Frazier, Raymond Moon, and Cheryl Stone, all of the Office of Special Projects, Arlington, Va.

DLAMP is a Department of Defense (DoD)-wide program of "joint" civilian leader training, education, and development within and across DoD components. The program provides the framework for developing future civilian leaders with a DoD-wide capability. It also helps develop a shared understanding and sense of mission among civilian and military personnel.

DLAMP participation will enable members to assume broader responsibility in an increasingly complex environment, expand their knowledge of DoD's national security mission, and strengthen communication and trust among senior military and civilian leaders.

Members of DLAMP are required to complete a career broadening rotational assignment of at least 12 months, professional military education with an emphasis on national security decision making, a minimum of 10 advanced graduate-level courses encompassing a range of subjects and issues facing defense leaders, and a component - and occupation specific - development courses as appropriate. A formal mentoring program is also an integral element of DLAMP.

NAVSUP GS-15 and GS-14 employees and GS-13 graduates of the Corporate Management Development Program are eligible to apply for participation in DLAMP. Applications are evaluated by the NAVSUP Civilian Executive Advisory Board against the executive core qualifications designated by the Office of Personnel Management to determine which to forward to the Deputy Assistant Secretary of the Navy (Civilian Personnel/EEO) for further consideration. The number forwarded is based on allocations set by the Navy. Final selections are made at DoD by the DLAMP Council.

HHG Helpline Moves to NAVTRANS

The Naval Supply Systems Command recently completed the transfer of management of the Navy Household Goods (HHG) Helpline to the Naval Transportation Support Center (NAVTRANS) in Norfolk, Va.

The HHG Helpline (1-800-444-7789) is a toll-free number available to service members, their family members, and others to get guidance and answers to questions regarding the movement of their household goods.

The HHG Helpline was initially developed and implemented by the NAVSUP Headquarters Household Goods Division in 1995. The transfer to NAVTRANS will enhance customer service because NAVTRANS has additional staff members available to answer Helpline calls ensuring that during regular hours the customer always gets to talk with a customer service representative. NAVTRANS also employs a customer call-back service for customers who hang up or whose calls are otherwise interrupted.

Switching the Helpline to NAVTRANS is expected to be transparent to customers. The number and the hours remain the same. The Helpline, at 1-800-444-7789, is staffed from 8 a.m. to 5 p.m. eastern time, Mondays through Fridays, except holidays. Customers can also get answers to household goods questions via e-mail at navtrans_hhg_helpline@navtrans.navy.mil. E-mailed questions received during duty hours are answered as they come in. During non-duty hours callers can e-mail their questions or leave voice mail messages that are returned the next business day. The HHG Helpline number and hours also appears on all Navy Permanent Change of Station orders.

HHG questions received via e-mail through the NAVSUP home page (www.navsup.navy.mil) will continue to be answered by NAVSUP.

Tentative Decision Reached in NRSW Personal Property Office A-76 Study

The Naval Supply Systems Command announced Feb. 25 that the Navy will retain in house the Personal Property Office functions in the Navy Region Southwest (NRSW). This decision is the result of a competitive study conducted in accordance with the Office of Management and Budget Circular A-76.

The NRSW includes Personal Property Offices at Fleet and Industrial Supply Center, San Diego, Calif.; Naval Weapons Station, Seal Beach, Calif.; Marine Corps Air Station, Miramar, Calif.; and Naval Base Ventura County, Port Hueneme, Calif.

The offices arrange transportation for the personal property, including household goods and privately owned vehicles, for Department of Defense military and civilian employees who are relocating. The CNRSW study included 44 civilians. The government's proposal calls for a work force of 24 civilian employees and 10 contractor equivalents.

The decision to retain the operation in house was made after the detailed study indicated it was more cost effective to continue to perform the functions with government personnel.

Career employees adversely affected by a commercial activities study decision will be given maximum assistance in continuing their federal careers though reassignment to other positions in the DoD or other agencies. Those employees will also be assisted, in cooperation with the Department of Labor and state employment services, in locating positions in private industry or afforded opportunities to undertake retraining programs to qualify them for jobs available in local labor markets.

OpenChannel
Readers' Response & Comments

Honoring Naval Veterans

Washington, D.C., March, 2000 — The U.S. Navy Memorial Foundation in Washington, D.C., is encouraging all naval service personnel Navy, Coast Guard, Marines and Merchant Marine, active service or veterans to get themselves enrolled in the Navy Log in Washington, D.C.

The log has thus far collected names and service information of 45,000 present and former naval personnel. Most of the names are of living persons self enrolled or by gift tributes from friends or families but a large number are of deceased veterans enrolled in the log by their descendants or by surviving shipmates. All enrollments form a part of America's enduring naval heritage, a permanent and publicly accessible video register available for viewing at the Naval Heritage Center next to the memorial on Pennsylvania Avenue, midway between the White House and the Capitol, or on the memorial's Internet web site, www.lonesailor.org.

Each log entry contains the entrant's name, date and place of birth, dates and branch of naval service, highest rate or rank attained, up to five top medals and awards and five duty stations.

Log enrollments help support the memorial's values-based educational programs, which honor, preserve and celebrate America's enduring naval heritage.

Navy, Marine Corps, Coast Guard or Merchant Marine active service or veteran desiring to enroll should send his or her name, date and place of birth, dates of naval service, highest rate or rank, up to five awards received and five duty stations served accompanied by a $25 tax deductible enrollment donation to Navy Log Dept Y2000, P.O. Box 96570, Washington, DC 20077-7685. A head and shoulders portrait photo may be added for an additional $25 (photos cannot be returned). Enrollments make welcome gifts to veterans. Sponsored enrollments are also sought from relatives of deceased naval veterans.

The Navy Memorial Foundation is a nonprofit, tax-exempt organization that receives no government support for building and operating the Navy Memorial and adjoining Naval Heritage Center.

For more information contact Jann Hoag (202) 737-2300, Ext. 714.

Chef Completes Second Tour with the Navy

By Trevor Hamilton, CCC
Editor's note: Hamilton is a participant in the NAVSUP Adopt a Ship program. American Culinary Federation chefs spend time on a Navy ship training mess management specialists in food preparation techniques, skills improvement, online plating and presentation. For more information contact Douglas Eakin at NAVSUP (717) 605-1262, DSN 430 or douglas_i_eakin@navsup.navy.mil.

Where should I start. My first trip on the USS *Shiloh* (CG 67) was truly a fantastic time. This trip was so much different. I experienced Navy life from every angle.

Going haze gray with USS *Decatur* (DDG 73) was a very moving time for every one. I was crying and I did not know any one. Just to see these men and women saying good bye was so very moving. Watching a first time deployer being encouraged by a shipmate who has done eight WESTPAC trips makes me cry as look back on that moment. That will be a moment I will never forget.

The leadership on the *Decatur* is second to none the way the Captain looks out for his shipmates is inspirational - a BZ to him.

LT Ott [LT Matthew N. Ott III, SC, USN] hooked me fantastically. He really made me feel welcome. There was a nice letter and ball cap waiting for me in the cabin where I slept. He took care of all my needs - as busy as he was (and boy was he busy).

I would also like to mention Chief Rey Medelez. What a chef ! He leads a team of highly trained professionals who it was my pleasure and honor to work with. We had a lot great times and they taught me some neat tricks. It is my belief than any one can be a civilian chef but not every one can be a Navy MS [mess management specialist].

They set me up with a two day visit to Hawaii and then flew me to San Diego.

I wish I could mention every one and all my fond memories but it would take a week to do it .

Back in San Diego Senior Chief Michael Gratton put me up and I met the members of the San Diego Navy Food Management Team – boy are they squared away. Thanks to Chief Martinez I was able to spend a day on a sub, the USS *Houston* (SSN 713). It was a great day. Submarines are a different world. I had a blast and wish I could have spent a longer time. I was invited back next year to get the full flavor of life aboard a sub. Cooking aboard a sub is a great challenge.

I also did some seminars ashore. I was so impressed with the cleanliness of the galleys at the three different sites. One that was in Pearl Harbor, the Silver Dolphin Bistro really impressed me. They had just secured the line from supper and the galley was spotless. I mean spotless!! As I went to the others it was the same thing.

Next on my tour was the "Bird Farm," USS *Constellation* (CV 64), where Master Chief Matta had arranged for me to work with a handful of highly motivated and trained professionals. I was on board only a few days but I have been invited back in January for a longer period.

I had become very lonely for my family and home. I also felt the strain in my wife's voice as a result of being a temporary single parent. I was ready to cancel the visit to the *Connie*, but she convinced me to stay. I was only away for a few days but these sailors have to go months at a time. That must be a really hard thing to do.

Are the Navy MSs as good a chef in the civilian community? Without a doubt. They are in fact in some ways much better and I am a much better chef and person for having spent time in the Navy community.

I am looking for my next adventure in April as I am planning to go to U.S. Samoa with the USS *Decatur*. All need to do is adopt a fast frigate and I have a whole battle group. Go Navy proud!

I have many great memories – take a look at www.decatur.navy.mil to see what things the USS *Decatur* is doing. I will always be highly impressed with the professionalism of those I came in touch with on all the ships – down to a man.

Congratulations to the Supply Corps

DIRECTOR
DEFENSE LOGISTICS AGENCY
8725 JOHN J. KINGMAN ROAD, SUITE 2533
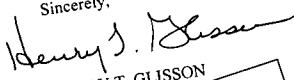FORT BELVOIR, VA 22060-6221

February 4, 2000

Rear Admiral Keith W. Lippert, SC, USN
Chief of Supply Corps and
Commander, Naval Supply Systems Command
5450 Carlisle Pike
Mechanicsburg, PA 17055-0791

Dear Admiral Lippert:

Congratulations to you and all of the men and women of the U.S. Navy Supply Corps on your 205th birthday. The Navy Supply Corps is an essential part of the DLA team and the joint Armed Forces team. The Navy Supply Corps birthday provides an opportunity to celebrate the many outstanding contributions of the Navy Supply Corps personnel who continue to serve in the Defense Logistics Agency in support of the warfighter.

I appreciate your unparalleled support of DLA's vision of "Right Item, Right Time, Right Place, Right Price" as we enter the new millennium. Happy Birthday Navy Supply Corps! Thank you for all of your support.

Sincerely,

HENRY T. GLISSON
Lieutenant Gen---

CHIEF OF CHAPLAINS
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
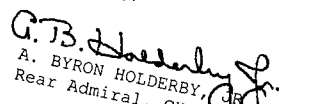WASHINGTON, D.C. 20350-2000

Dear Admiral Lippert,

4 February 2000

As the Navy Supply Corps enters its 205th year of service, I extend best wishes to you and a very happy anniversary. The Supply Corps has a rich history of service to our great Navy. You have much to be proud of, and on behalf of the Chaplain Corps I salute you.

I wish you rich experiences and great success in meeting the opportunities and challenges that lie ahead. May God continue to grace the Supply Corps with His richest blessings.

Sincerely,

A. BYRON HOLDERBY, JR.
Rear Admiral, CHC, U.S. Navy

Rear Admiral Keith W. Lippert, SC, USN
P.O. Box 2050
450 Carlise Pike
chanicsburg, PA 17055-0791

Chief of Civil Engineers

Commander
Naval Facilities Engineering Command

18 February 2000

Dear Keith:

On the occasion of the Navy Supply Corps' 205th anniversary, I extend my greetings and best wishes to you and all of your personnel

As the business managers of the Navy, you enjoy an outstanding reputation and are responsible for the superb supply support of the ships of the active fleet and of naval shore installations. In this vein, through the years, the Supply Corps has done a superb job keeping pace with the needs of a rapidly changing Navy.

On behalf of the Seabees, the Civil Engineer Corps, and the Naval Facilities Engineering Command, I wish you all a Happy Birthday.

Sincerely,

YOU'RE THE BEST!!

L. M. SMITH
Rear Admiral, CEC, U.S. Navy

Rear Admiral Keith W. Lippert, SC, USN
Chief of Supply Corps
P.O. Box 2050
5450 Carlisle Pike
Mechanicsburg, PA 17055-0791

READY FOR SEA

Navy Supply Co

Naval Inventory Control Point Philadelphia

VADM J. F. Amerault, USN, Deputy Chief of Naval Operations (Logistics), was the guest of honor at the NAVICP Philadelphia Supply Corps birthday celebration. Pictured at left cutting the cake, left to right, are VADM Amerault; LT Pamela S. Theorgood, SC, USN; CAPT John Mulhearn, SC, USNR (Ret); and RADM Michael E. Finley, SC, USN, Commander, NAVICP.


Mechanicsburg Supply Corps Association

Taking part in the cutting of the cake at the Mechanicsburg Supply Corps Association's recent celebration of the Supply Corps' 205th birthday are, from left, RADM Keith W. Lippert, Chief of Supply Corps and Commander of the Naval Supply Systems Command; LT Zane Fisher, youngest Supply Corps officer in attendance; retired CDR Merlin McCulloh, oldest Supply Corps officer in attendance; and RADM Al Konetzni Jr., USN, guest speaker and the Commander, Submarine Force, U.S. Pacific Fleet.

USS **Blue Ridge**

The Supply Department of the USS *Blue Ridge* (LCC 19), right, celebrated the Supply Corps' 205th birthday in Penang, Malaysia. Pictured at right, left to right, are ENS Nicky Villanueva, Disbursing Officer; LCDR Sam Chinnapongse, Supply Officer; MSCS (SW) Ezekiel Gonzales; SKCM (SW) Rufino Delacruz; LT John Duenas, Food Services Officer and youngest supply officer aboard; SHCM (SW) Nick Santarosa; LT Bob Goode, Assistant Supply Officer and eldest supply officer aboard; and CAPT Dave Ziemba, USN, Commanding Officer.
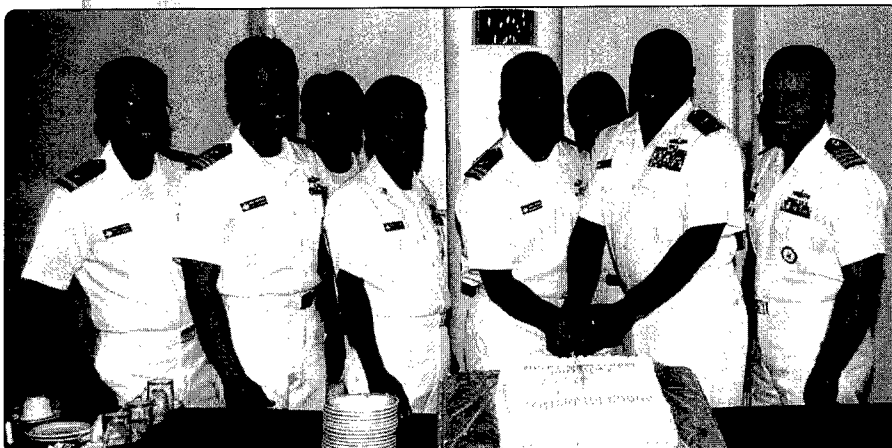
ps *Birthday*

Ingleside, Texas

The above photo was taken in celebration of the 205th birthday of the Supply Corps on board USS *Inchon* (MSC 12) while inport at Ingleside, Texas. In attendance were Supply Officers of Commander, Mine Warfare Command (COMINEWARCOM) units. Pictured, left to right, are LTJG Steve Thorn, Supply Officer, USS *Scout;* LCDR Roy Bybee, SUPPO, Commander Regional Support Group Ingleside; ENS Angie Blunt, Disbursing Officer, USS *Inchon;* CDR Rose, COMINEWARCOM; CDR Ed Victoriano, SUPPO, USS *Inchon*; CDR Bill Lescher, USN, Executive Officer, USS *Inchon;* LT Eric Skroch, SUPPO, Mine Countermeasures Squadron 2; CWO4 Roy DeGuzman, Food Services Officer, USS *Inchon;* and CWO4 Ken Hoots, Stock Control Officer, USS *Inchon.* Not shown are LT Dan Korus, Assistant Supply Officer, USS *Inchon,* and ENS Mike Parks, Sales Officer, USS *Inchon.*

Navy Supply Corps School

Pictured at left, left to right, CAPT Ronald Mathieu, Commanding Officer of the Supply Corps School; ENS Leigh Whiting, the youngest supply officer present; CDR Wheeler, SC, USN (Ret.); and the guest of honor, RADM Paul Soderberg, Director of Logistics and Fleet Supply Officer, U.S. Atlantic Fleet, perform a traditional birthday cake-cutting ceremony.

USS Constellation

The *Connie's* Supply Department, below, recently held a traditional cake cutting to celebrate the Supply Corps birthday.

Cutting the cake, left to right, are SHCM (SW/AW) Art Narciso, Supply Department Leading Chief Petty Officer; CDR Mark Heinrich, Supply Officer and oldest supply officer present; CAPT Jamie Kelly, Commanding Officer; ENS Phil Stephenson, Wardroom Officer and youngest supply officer present; and AVCM (AW) Keith Goosby, Command Master Chief.

United Kingdom
Supply Corps Association

The traditional cake cutting, left, was held in the United Kingdom with, left to right, LT Gray Camp; RADM Keith W. Lippert, Commander, Naval Supply Systems Command and Chief of Supply Corps; and CAPT James Hagarty.

MTMC's Deployment Support Command

Pictured below, left to right, Army Capt. Hakeem Muhammad, Navy LT Solomon Robinson, Navy CAPT Bruce LaLonde, and Army Col. Steven Brady share in the honor of cutting a cake in honor of the Navy's Supply Corps' 205th birthday. The officers are all a part of the Military Traffic Management Command's Deployment Support Command at Fort Eustis, Va.

Defense Supply Center Philadelphia

On February 24th, Army Brig. Gen. Daniel G. Mongeon, Commander, Defense Supply Center Philadelphia (DSCP), joined DSCP's Supply Corps officers in celebrating the Supply Corps birthday with a traditional cake-cutting ceremony. Pictured above, left to right, are CDR Pete DeMann, Subsistence, DSCP; LT Brian Cochran, Subsistence, DSCP; LCDR Paul Day, General and Industrial, DSCP; Brig. Gen. Mongeon; and CAPT Dough Sweeney, Director, Subsistence, DSCP.

USS John A. Moore

The birthday cake was cut on board USS *John A. Moore* (FFG 19), right, left to right, by MSC Taylor, oldest supply Sailor; ENS Roger Barajas, Disbursing Officer; DK2 Simon, youngest supply Sailor; and LT Walt DeGrange, Supply Officer.

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Blue "E" for USS *McInerney*

The Navy's oldest guided missile frigate, USS *McInerney* (FFG 8) received it's third consecutive Blue E for Supply Excellence. Pictured in the front row, left to right, are LT Hayman, Supply Officer and SKCS (SW) Dennis. Supply Department members receiving Navy Achievement Awards for their efforts are LTJG Carlill, Sales and Disbursing Officer; SK3 Smiley; MS3 Watkins; MS2 Stevenson; MS3 Lopez; MS1 Bailey; SK2 Cottle; SH2 Wilson; MS1 Richardson; SH3 O'Neal; SH3 Jackson; SK1 (SW) McKelvey; MSSN Marchand; and SK1 (SW) Thomas.

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